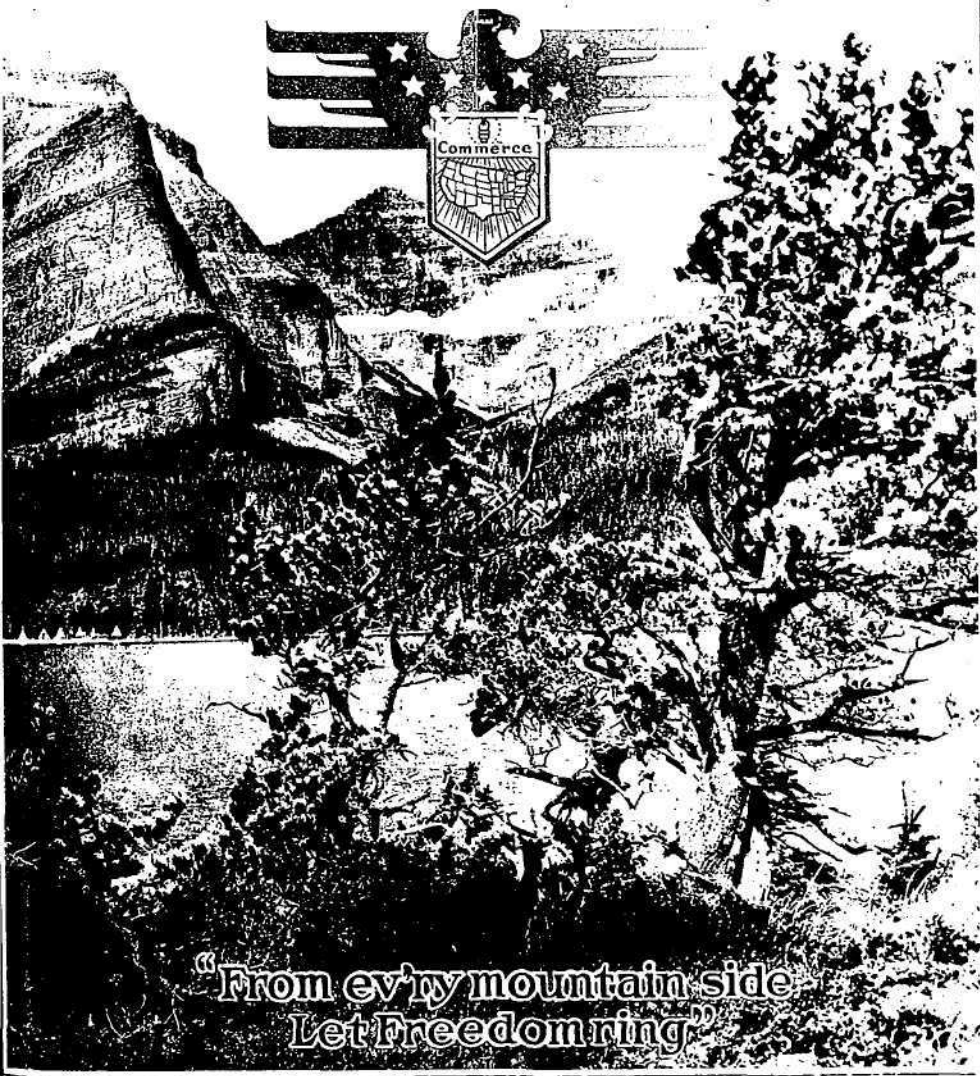


MAY

1917

The Nation's Business



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Let Freedom ring"**

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With a business entirely of a commercial character, the Irving National Bank naturally was called upon to collect a large volume of Bill of Lading drafts. To expedite collections a special organization was created to handle these items.

The Selection of the B/L symbol as a trade-mark simply indicates that the Bill of Lading Department is one

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Entered as second-class matter February 18, 1913, at the Postoffice at Washington, D. C., under act of March 3, 1879

If Everybody Went to War without Joining the Army



Little progress would be made in strafing the junkers. The strength of an armed force lies in its ability to work as a unit—each man important only as a part of the whole, no man tripping or hindering the effectiveness of his comrade.

THE same lesson applies to business in this our struggle against the mediaevalism of international injustice. Our government and its army is going to be only as strong as the industries back of it that keeps the trooper in powder and the civilian in bread. Business must present an organized and unbroken front to the common enemy.

OUR government has officially recognized this by enlisting the Chamber of Commerce of the United States in its work. The wartime activity of the Chamber has taken shape in the close cooperation between the government and the Council of National Defense. Fourteen committees in different centers are assisting the Quartermaster's Department in the buying of supplies. Another committee is working out the payroll problem. A report has already been made on the most business-like method of financing the war. Two other important assignments are being pressed by the National Chamber.

NEVER before was there such a need for unity among business men. This need will be just as imperative after the war when the well-being of every city and town will depend on our just commercial relations with the rest of the world. America must meet the powerful organizations of other countries with a similar weapon.

THE awakening of our national business consciousness is indicated by the fact that during the last three months the organization membership of the National Chamber rose from 879 to 897, and the individual membership from 5,303 to 5,702. Business concerns can no more fight their battles alone than the troopers can. There are 200 live chambers of commerce in the country that should take their place in the ranks of the national organization. If yours is one, write for particulars concerning the body.



The Chamber of Commerce
of the United States
Riggs Building, Washington, D. C.

The Nation's Business

VOLUME 5, NUMBER 5

A Magazine for

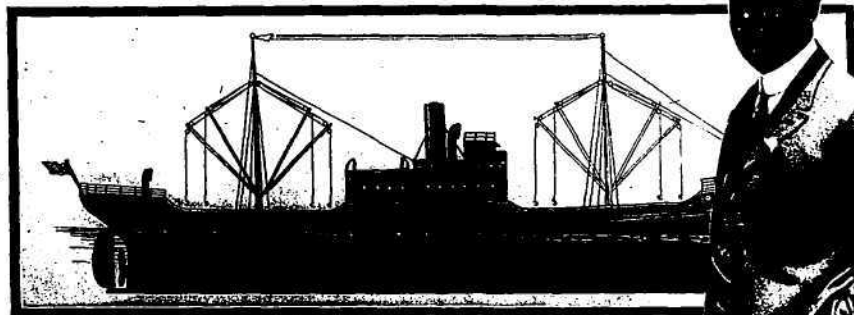


Business Men

WASHINGTON, MAY, 1917

BUSINESS SEES IT THROUGH

British Commerce and Industry, Learning the Lesson We Now Must Learn, Stripped Itself of Old Time Individualism and Made Possible the Offensive on the Somme



Major General Goethals and one of the thousand wooden ships that he is to build for the Federal Shipping Board to be used against the U-boats' starvation campaign. Each vessel will be of 3,500 tons burden. The above drawing is from the official plans.

LORD KITCHENER, events have proved, had a prophet's vision of what lay before England in her war with Germany. Three years of conflict, he thought. But Englishmen generally did not in the beginning take the situation so seriously. It was popular, in those first days, to lay plans for a three months' job. After a year's fighting, however, England was buckling to the task on a scale and with a vigor which justified the earlier predictions of Kitchener.

England was at length making ready, not only in a military way, but in a commercial and industrial way as well. And how she made ready her commerce and industry is pertinent, because it is not unreasonable to expect that the United States will have to find a way out of similar situations.

Business in Great Britain felt the shock of war. Parliament convened and passed a defense of the realm act, vesting the government with dictatorial powers over trade, transportation and manufacturing, and a trading with the enemy act, designed to prevent the enemy from deriving profit or support of any kind through commercial transactions, innocent or treasonable, with British subjects.

As a result, businesses owned or conducted by enemy aliens have been closed, names of individuals and firms controlled by enemies in neutral countries published from time to time, English importers and exporters required to produce guarantees that no enemy is concerned in a proposed transaction; patents, copyrights and trade-marks owned by enemies have been suspended.

These prohibitions accentuated the hardships of war upon England's foreign trade. British merchants had

no means of collecting sums owed them by Austrians and Germans. They had discounted bills at the banks doing business in international exchange, and vast sums—various estimates range from a billion and a half to two billions and a half—were due these banks from foreign countries, and were due from them in turn to home institutions. The financial situation was as grave as any that England has ever faced. Insolvency threatened some of the most powerful banking houses in the country. At this juncture, the government, by a series of bold and, for England, unprecedented measures, propped up the tottering credit system of the kingdom.

Monday, August 3, was a bank holiday, and the government declared that the two following days should be special legal holidays, so that from the closing of business on Saturday until the opening on Thursday, funds could not be withdrawn from banks nor payment of maturing notes and bills required. When a similar makeshift was adopted in some of our western



states in 1907, it was met with comment in various parts of Europe upon the crudeness of our financial methods. The second step was the issuance to banks of legal-tender notes upon the pledging of commercial paper, British government securities, or credits with the Bank of England. This was followed by the declaration of a moratorium, by which the date for the payment of obligations was postponed for the period of one calendar month and, finally, by an arrangement with the Bank of England to take over from international bankers approved bills of exchange growing out of transactions prior to August 4. The bank actually took over bills amounting to something like \$600,000,000.

Seven months of war and England was brought up sharply by a realization that her armies were not being properly equipped, and government and people reached the conclusion that the industries of the country were a loose-jointed machine that was not doing the work of national defense.

The government, in order to increase the output of munitions, began to invoke more freely the absolute powers granted to it under the defense of the realm act in the first month of the war. That act had empowered it to take possession of any private property, including land, buildings, ships, railways, telephone, telegraph and other means of communication; mines and manufacturing establishments, and to operate them under government control; to fix prices of raw materials and rates of wages; to determine hours and conditions of labor; to suspend, where necessary, laws designed for the protection of employers and workers; to prevent private trading in any commodity, and to control the manufacture, sale and use of food.

On March 16, a second defense of the realm act was passed, empowering the government specifically to regulate work in munition factories. In the following month, an Order in Council forbade the offering of inducements to people to leave their employment if engaged on government work.

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Control of labor and materials, however, was not the only problem that worried the government in those days. An equally serious difficulty grew out of the fact that during the first year of the war munitions were largely manufactured under private control. Some factories were realizing enormous profits, while others were standing idle. It is generally believed in England that but for the steps taken by the government for the nationalizing of manufacturing, the output of munitions could not have been maintained and that the war would have ended disastrously long ago for England and her Allies.

Under the operation of the trading with the enemy and the defense of the realm acts, liberty of trade has gradually come to an end. Private rights of property, in effect, have been abrogated. The government, for the period of the war, has turned as socialistic as the Socialists themselves.

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In a speech in the House of Commons, a cabinet minister said that the people of England wanted to be governed. The government is giving the country what it wants. For the manner in which it is doing it, however, it has not escaped adverse criticism from its own subjects. The devil's advocate has been kept busy. In assuming the general direction of the trade of the kingdom, and, to a considerable extent, of the private affairs of citizens, the government undertook an extraordinary task, yet government officials for the most part, are ordinary men, for all that they may be bearers of names that link their generation to a bygone age and inheritors of estates created in a day that is all but forgotten.

It is interesting to note that in finding fault with the way in which the government has carried on some of its activities, the English business man is not talking much about his rights. When he maintains that, in the turmoil and confusion, the shifting and reshifting, the tearing down and building up to which his business has had to submit in war, business should be disturbed as little as possible;—when he maintains that the laws of trade should not be upset more than military necessity demands;—when he maintains that the man at the Board of Trade, or the War Office, or the Admiralty, or who knows what department, who tells the business of the nation what to do, should himself know what ought to be done;—when he exercises his right as a free-born Britisher to vent his displeasure on those set in authority over him;—when he speaks his mind with English freedom on these subjects, his point is that he cannot do what is expected of him in the national defense if the government muddles its job. He doesn't seem to have anything to say against the principle of governmental control during the course of the war, but he is having a good deal to say against what he construes to be a lamentable lack of skill in certain government offices. As he sees it, the government, in its honest efforts to control the trade and the industries of the country for the national salvation, has often been mentally—as it was physically—in a London fog.

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UNDERWOOD & UNDERWOOD

Enthusiasm is valuable in war, but, untempered by wisdom, it is likely to play havoc. In the frenzy for enlistments which swept over England, men were taken from tasks essential to the maintenance of the army, industries were crippled, and workers had to be hurried back from the trenches. It rouses enthusiasm, no doubt, when business men shoulder muskets, even wooden ones such as the New York brokers pictured here are drilling with on Governors Island, but perhaps the tools of business in their hands would be more deadly weapons to the enemy, and laying plans for business to do its part in our war might be a greater service to the country than learning the manual of arms.

government to show good business sense when it takes the buying and selling of commodities into its own hands.

England, in this war, has done many things well. Any nation, entering it unprepared as she was, might be well content, perhaps, to have done as much in the same length of time. It is not in the spirit of carping criticism, therefore, that various facts regarding her control of industries are pointed out, but only to draw attention to certain laws of trade which are of universal application.

The every-day duties of the government official are far removed from those of commerce and industry. When, then, war pushes him into the difficult role of business dictator, it is small wonder, especially when he trusts too much to his own resources, if he does not show the consummate skill of the man born to the counting room. He did not show that skill in the government's historic sally into the sugar trade.

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to both of them—the railroads had been taken under control and thousands of ships had been requisitioned and sent helter-skelter over the seven seas to gather up the things on which the life of England hangs. Railway employees were not permitted to enlist in the army; nothing was to interfere with the movement of trains. It seemed that England had done about all there was to do in order to keep transportation open.

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Nor was farsighted business sense shown in the decree that a large portion of the wheat that had been used as cattle feed should go into flour, in order to increase the output of bread, but having, in reality, the effect of so raising the price of bran that it became profitable for the farmer to feed the whole wheat to his cattle instead of selling it at \$85 a ton and buying bran at the same price. Likewise, it was not good business sense for the government to so restrict the sale of sugar for private consumption that the housewives of England could not procure sugar enough to make the jam so dear to the English palate, and had to see plentiful supplies of good fruit go to waste, the while they could buy as much sugar as they wanted in the form of sweetmeats.

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UNDERWOOD & UNDERWOOD
Enthusiasm is valuable in war, but, untempered by wisdom, it is likely to play havoc. In the frenzy for enlistments which swept over England, men were taken from tasks essential to the maintenance of the army, industries were crippled, and workers had to be hurried back from the trenches. It rouses enthusiasm, no doubt, when business men shoulder muskets, even wooden ones such as the New York brokers pictured here are drilling with on Governors Island, but perhaps the tools of business in their hands would be more deadly weapons to the enemy, and laying plans for business to do its part in our war might be a greater service to the country than learning the manual of arms.

government to show good business sense when it takes the buying and selling of commodities into its own hands.

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MANY men are busy these days explaining their many minds on the food problem. They all know what ought to be done. Theory is easy; and advice is the only thing that can be had cheap in this era of sprightly dollars, elusive potatoes and precious wheat.

Mr. F. D. Coburn, however, qualifies to speak by virtue of twenty-one years of service as Secretary of the Kansas State Board of Agriculture. Two years ago he retired. He has refused the presidency of three big agricultural colleges; and in 1906 he passed up an appointment by Governor Hoch of Kansas to the United States Senate so that he could continue to serve the farmers of the state and the bread eaters of the world.

I found him taking in the April sunshine on the veranda of his home at Topeka. Soon after we were seated the mail carrier arrived. He gave some letters to Mr. Coburn, and then held out his hand.

"Good-bye," he said; "I'm in the naval reserve, and I leave for Kansas City tomorrow."

As we watched him go I put my question: What should America do to feed itself and Europe? How are we to meet the situation this season?

He rubbed his chin reflectively and then felt his way along from one idea to another.

"My answer," he began, "is in three words: Sorghums, home gardens, local canneries. Of course there is a lot more to it than that; and I am leaving out labor, the question that may prove the most difficult of all.

"I mean by sorghums, not the molasses variety, but the non-saccharine kinds,—principally kaffir-corn, milo maize,

and feterita. Most people have the idea that these grain sorghums are stock feed, and of no particular value for human food. It might be an eye-opener to the American people to know that kaffir alone is used as a staple article of diet, much as wheat is used here, by the 360 million people of China, the 300 million of India, and by the millions in other parts of the Orient. The reason why we do not make a staple of sorghums is that we have not been trained to it. We have the wheat habit.

"And yet we have a grain sorghum belt, 400 miles wide and a thousand long, stretching south from Kansas to Mexico. In parts of it wheat can be raised only incidentally, corn shrivels and dies in the drought and the hot winds, but sorghums, immune to drought, hot winds, insects and plague, are the surest of sure crops.

"What this country needs now is a clear cut knowledge of the fact that 700 million people in the world are finding in sorghums what we find in wheat; and that if the wheat fails there is our refuge from the worst consequences of such a failure at least—provided we have the sense to plant kaffir, milo and feterita while there is yet time. We can depend on this crop if we plant it, come what may. Spring wheat may fail, corn may fail, but the sorghums, seldom, under any but unthinkable abnormal conditions.

"I say plant sorghums. The thing I hold chiefly against leaders in the present campaign for big crops is that they have made almost no effort to educate the people to the idea that sorghums are important as human food.

"My other charge is that the importance of the local

A hopeful sign in our food outlook is the increasing respect that practical farmers are giving to scientific methods. Formerly men who raised the crops had only scorn for "book farmers" from the state college with their mysterious jargon of seed selection, soil analysis and rotation. The old order changeth, as witness this gathering of veteran farmers at Olathe, Kansas, to hear a professor explain the heredity and habits of corn.



cannery for preserving vegetables has not been sufficiently emphasized. There has been much talk about it, true—but it has been incidental instead of central. If it is not met we are going to lose a good half of what comes from our greatly increased vegetable garden acreage. If you add that to what we shall inevitably lose because our people are not trained to gardening, as are the people of Europe, and are therefore bound to bungle and make costly mistakes—it gives a pretty serious total. Fruit canning, which utilizes sugar as a preservative, is comparatively easy; any housewife can do it successfully. Vegetable canning, which makes little or no use of sugar, is, on the other hand, a very particular operation. Few busy women have the skill for it; and if vegetable canning be left to the housewives of the country, the quantity of vegetables canned will be only a tithe of what it should be. The local cannery, which can be installed for the uses of medium sized towns at a cost of from \$1,600 to \$2,000 and up, seems to me the proper and practicable solution.

"Any man who flatters himself that he can say anything new about this thing that the newspapers have dubbed the food situation, gets into difficulties. It isn't a situation any longer. It's an encyclopaedia. I know a newspaper man of sanguine temperament who has spent much time during the last three weeks clipping all the significant news stories on the food problem that have appeared in the *Kansas City Star*—which may be considered a mouth-piece of the bread-basket region. He thinks—or thought—he might do an article on the subject. But the chief result of his labors so far is that he can't see the forest for the trees.

His clippings would make a young book; and most of them are ancient history already—for time seems to be flying with the wind these days.

"It is impossible to look over that great mass of recorded fact without an avestruck sense of the boundless—the unimaginable—spiritual and material might of this half aroused, awakening country of ours. It would take a mighty pen to set it forth—this call of the world for bread, and the answering shout that has gone up from our fields.

"America's answer to that cry for bread you hear is coming from the West.

"We are responding, yes—but with it all we have yet to find ourselves. There has been much war hysteria in what has been printed about food. Reports on the wheat shortage have been based on inadequate information; spring wheat has been discounted beyond reason; and as for the potato crop—the gloom has deepened till you can't cut it with a knife. One of those multitudinous clippings, I remember, was a communication from a housewife who proposed that she and all other housewives save the parings of all potatoes for seed. She pointed out, with much justice as I thought, that if everyone did that the result would be stunning.

"This is striking evidence of the fact that we are permitting ourselves to be very nervous; and it is a sidelight on the panicky state of mind by which we are keeping prices at an extra high level by not keeping our heads. When Mrs. Smith buys a hundred pounds of sugar instead of her usual twenty-five she isn't warding off starvation—she is merely insuring that she will pay a still fatter price to the middleman when she gets her next sack.

"Perhaps this feverish running around in circles has been needed to spur the average man into buying seeds

and garden tools, and into seeing how few square feet of backyard he can leave for the feet of the washerwoman when she hangs out the family wash on Monday over the radishes and the corn. That much it has certainly done, if the reports of the hardware men and the seed dealers mean anything. A survey recently made over a representative section of Kansas City by some industrious newspaper man, showed that the section contained twice as much garden space as it did last year. I have no doubt that those figures are substantially true for the whole country; and if they are, the total of garden truck is going to be so enormous that no one but a professional statistician would have the nerve to put it into numbers.

HERE is an appeal from David Lloyd George to the farmers of England. It was written on March 5. Since then the swift tragedy of war has forced the United States into the center of the stage and the Premier's message has a direct significance for our own people. He said:

"We have now reached a crisis in the war when, to insure victory, the heroism of our armies at the front must be backed by the self-sacrifice and tireless labour of everyone at home. To this end the production of wheat and oats, and of each bushel of potatoes, is of vital importance.

"The work of the next few weeks must decide the harvest of the year; and in the nation's interest I urge you, at whatever personal sacrifice, to overcome all obstacles, to throw your fullest energies into the work, and to influence and encourage all who assist you, so that every possible acre shall be sown.

"The farmers of this country can defeat the German submarine, and when they do so they destroy the last hope of the Prussians."

raise. They are abundantly occupied otherwise. The result will be the loss of thousands of tons of food.

"And so I say that it is the clear duty of the United States Department of Agriculture and of all state departments of agriculture and of all schools of agriculture and of all leaders in the theory and practice of agriculture and of all Chambers of Commerce and similar organizations interested in this food question to bend every energy during the coming weeks and months to educating, not the American farmer only, but the whole American people, through the columns of the newspaper press and the magazines, to a thorough-going comprehension of this fact. The trouble is, not that people are indifferent or unwilling, but that they don't know the things that practical agriculturists have come to regard as the ABC.

"I have dwelt on this cannery matter because it has so far been crowded into the background by exhortations to have a garden. It has been buried in reports by being dealt with in a sentence or two. We have all heard the loud exhortations to plant; they are now about to bear products which will spoil on our hands presently if we don't demonstrate to the public at once the need for scientific municipal or private canneries to take the place of the well-meant but bungling amateur methods that we shall otherwise have to rely on—in this year of all years, when we can least afford the loss such neglect will entail. We've locked the door and left the window open.

"By the time the war is finished we shall have a national debt that will help bring us to the European view of the humble kitchen garden and its uses.

"It isn't garden truck that the country is really nervous over; it's wheat. Again the crop-killer is abroad in the land. There is never a season when he doesn't kill the wheat at least five times. First he kills it by freezing;

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"And yet we have a grain sorghum belt, 400 miles wide and a thousand long, stretching south from Kansas to Mexico. In parts of it wheat can be raised only incidentally, corn shrivels and dies in the drought and the hot winds, but sorghums, immune to drought, hot winds, insects and plague, are the surest of sure crops.

"What this country needs now is a clear cut knowledge of the fact that 700 million people in the world are finding in sorghums what we find in wheat; and that if the wheat fails there is our refuge from the worst consequences of such a failure at least—provided we have the sense to plant kaffir, milo and feterita while there is yet time. We can depend on this crop if we plant it, come what may. Spring wheat may fail, corn may fail, but the sorghums, seldom, under any but unthinkable abnormal conditions.

"I say plant sorghums. The thing I hold chiefly against leaders in the present campaign for big crops is that they have made almost no effort to educate the people to the idea that sorghums are important as human food.

"My other charge is that the importance of the local

cannery for preserving vegetables has not been sufficiently emphasized. There has been much talk about it, true—but it has been incidental instead of central. If it is not met we are going to lose a good half of what comes from our greatly increased vegetable garden acreage. If you add that to what we shall inevitably lose because our people are not trained to gardening, as are the people of Europe, and are therefore bound to bungle and make costly mistakes—it gives a pretty serious total. Fruit canning, which utilizes sugar as a preservative, is comparatively easy; any housewife can do it successfully. Vegetable canning, which makes little or no use of sugar, is, on the other hand, a very particular operation. Few busy women have the skill for it; and if vegetable canning be left to the housewives of the country, the quantity of vegetables canned will be only a tithe of what it should be. The local cannery, which can be installed for the uses of medium sized towns at a cost of from \$1,600 to \$2,000 and up, seems to me the proper and practicable solution.

"Any man who flatters himself that he can say anything new about this thing that the newspapers have dubbed the food situation, gets into difficulties. It isn't a situation any longer. It's an encyclopaedia. I know a newspaper man of sanguine temperament who has spent much time during the last three weeks clipping all the significant news stories on the food problem that have appeared in the Kansas City Star—which may be considered a mouth-piece of the bread-basket region. He thinks—or thought—he might do an article on the subject. But the chief result of his labors so far is that he can't see the forest for the trees. His clippings would make a yoking book; and most of them are ancient history already—for time seems to be flying with the wind these days.

"It is impossible to look over that great mass of recorded fact without an awestruck sense of the boundlessness—the unimaginable—spiritual and material might of this half aroused, awakening country of ours. It would take a mighty pen to set it forth—this call of the world for bread, and the answering shout that has gone up from our fields.

"America's answer to that cry for bread you hear is coming from the West.

"We are responding, yes—but with it all we have yet to find ourselves. There has been much war hysteria in what has been printed about food. Reports on the wheat shortage have been based on inadequate information; spring wheat has been discounted beyond reason; and as for the potato crop—the gloom has deepened till you can't cut it with a knife. One of those multitudinous clippings, I remember, was a communication from a housewife who proposed that she and all other housewives save the parings of all potatoes for seed. She pointed out, with much justice as I thought, that if everyone did that the result would be stunning.

"This is striking evidence of the fact that we are permitting ourselves to be very nervous; and it is a sidelight on the panicky state of mind by which we are keeping prices at an extra high level by not keeping our heads.

When Mrs. Smith buys a hundred pounds of sugar instead of her usual twenty-five she isn't warding off starvation—she is merely insuring that she will pay a still fatter price to the middleman when she gets her next sack.

"Perhaps this feverish running around in circles has been needed to spur the average man into buying seeds and garden tools, and into seeing how few square feet of backyard he can leave for the feet of the washerwoman when she hangs out the family wash on Monday over the radishes and the corn. That much it has certainly done, if the reports of the hardware men and the seed dealers mean anything. A survey recently made over a representative section of Kansas City by some industrious newspaper man, showed that the section contained twice as much garden space as it did last year. I have no doubt that those figures are substantially true for the whole country; and if they are, the total of garden truck is going to be so enormous that no one but a professional statistician would have the nerve to put it into numbers.

HERE is an appeal from David Lloyd George to the farmers of England. It was written on March 5. Since then the swift tragedy of war has forced the United States into the center of the stage and the Premier's message has a direct significance for our own people. He said:

"We have now reached a crisis in the war when, to insure victory, the heroism of our armies at the front must be backed by the self-sacrifice and tireless labour of everyone at home. To this end the production of wheat and oats, and of each bushel of potatoes, is of vital importance.

"The work of the next few weeks must decide the harvest of the year; and in the nation's interest I urge you, at whatever personal sacrifice, to overcome all obstacles, to throw your fullest energies into the work, and to influence and encourage all who assist you, so that every possible acre shall be sown.

"The farmers of this country can defeat the German submarine, and when they do so they destroy the last hope of the Prussian."

raise. They are abundantly occupied otherwise. The result will be the loss of thousands of tons of food.

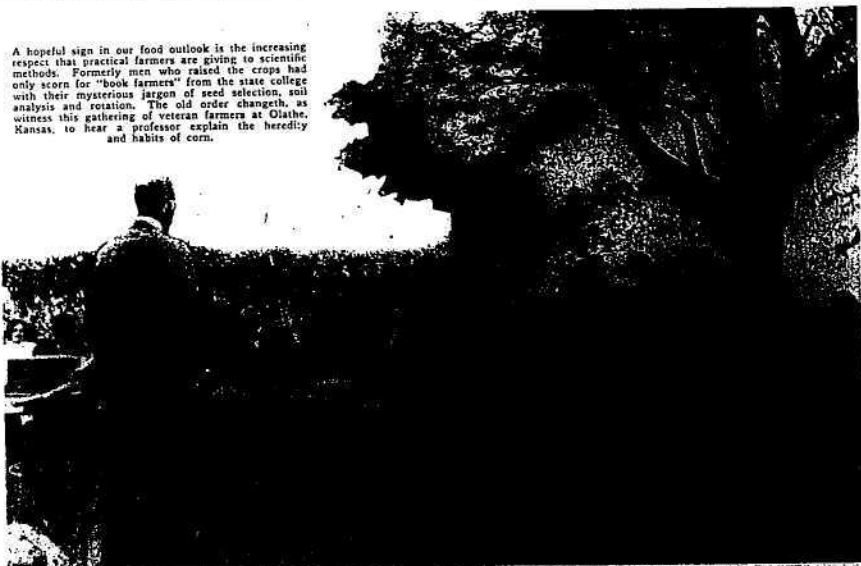
"And so I say that it is the clear duty of the United States Department of Agriculture and of all state departments of agriculture and of all schools of agriculture and of all leaders in the theory and practice of agriculture and of all Chambers of Commerce and similar organizations interested in this food question to bend every energy during the coming weeks and months to educating, not the American farmer only, but the whole American people, through the columns of the newspaper press and the magazines, to a thorough-going comprehension of this fact. The trouble is, not that people are indifferent or unwilling, but that they don't know the things that practical agriculturists have come to regard as the ABC.

"I have dwelt on this cannery matter because it has so far been crowded into the background by exhortations to have a garden. It has been buried in reports by being dealt with in a sentence or two. We have all heard the loud exhortations to plant; they are now about to bear products which will spoil on our hands presently if we don't demonstrate to the public at once the need for scientific municipal or private canneries to take the place of the well-meant but bungling amateur methods that we shall otherwise have to rely on—in this year of all years, when we can least afford the loss such neglect will entail. We've locked the door and left the window open.

"By the time the war is finished we shall have a national debt that will help bring us to the European view of the humble kitchen garden and its uses.

"It isn't garden truck that the country is really nervous over; it's wheat. Again the crop-killer is abroad in the land. There is never a season when he doesn't kill the wheat at least five times. First he kills it by freezing;

A hopeful sign in our food outlook is the increasing respect that practical farmers are giving to scientific methods. Formerly men who raised the crops had only scorn for "book farmers" from the state college with their mysterious jargon of seed selection, soil analysis and rotation. The old order changeth, as witness this gathering of veteran farmers at Olathe, Kansas, to hear a professor explain the heredity and habits of corn.



then with the hessian fly; then the green bug is going to get it; and then it's the chinch bug, and finally the dry weather.

"I'm an optimist. There are two reasons why we should have faith that the wheat situation isn't anything like as bad as the so-called 'experts' and wisecracks say: In the first place we are so far as anyone knows, in for a creditable yield of spring wheat. If the country equals the 356 million bushels of spring wheat produced in the big yield of 1915, and if the present rather pessimistic prediction of only 430 million bushels of winter wheat holds good, or is bettered, we are not unlikely to make a total of 800 million bushels. Even if wheat became an unattainable luxury, sorghums would still do very well as an attainable necessity—at least that has been the experience of nearly a billion people who are living on this earth and contentedly eating sorghums right now.

ONE good thing that this wheat scare is going to accomplish is that it will force the sorghum grains upon the attention of the American public. It is remarkable how a nation can go its way in ignorance, generation after generation, of the foods that other nations depend on. Consider this extract which I clipped from an interview given by Baron Devonport, the English food controller, to the Associated Press recently. He said:

Curious as it may seem to Americans, our people have only lately begun to generally recognize the superior value of beans for human food. There is scarcely a ton of beans to be bought in England to-day and yet the food value of beans is greater than that of any other cereal which we can import.

"Think of it! Could ante-bellum carelessness have gone further! Isn't the war waking people up?

"Kaffir is one of the best sorghums to grow. I know of one railroad whose dining cars serve kaffir griddle cakes as a choice item on their expensive bill of fare. And in that bushel of clippings already mentioned I remember a communication from a man who had discovered that he could grind kaffir in his coffee mill, and use it as a breakfast cereal which, he said, costs less and tastes better than any cereal he has ever tried. I can't understand, in connection with all the efforts that are being made by the department of agriculture and the schools of agriculture to get farmers to replace more of their dead winter wheat with sorghums, is why they don't tell those farmers and all America clearly just why sorghums ought to be planted.

"I don't mean that it is necessary or even desirable that we stop eating wheat and turn to sorghums; I do mean that sorghums can and should, if there is occasion for it, form a substantial part of our diet; and I mean further that the clerk or the laborer down in the Santa Fe shops who is

making his twenty cents an hour is going to have to stop eating much wheat if the present prices hold—and that his refuge is plainly in kaffir, milo, and feterita. The effect of this in depressing the price of wheat will doubtless be very marked; for kaffir, under normal conditions, is worth from fifty to sixty per cent less than wheat.

"The popular cry has gone up to plant corn in place of the killed winter wheat. That is well enough in the corn belt; but it is emphatically wrong in the grain sorghum belt, where Indian corn is in many seasons an uncertain crop. The unfortunate effect of much of this corn talk has been to lead many farmers to take the risk of putting in corn when he should know it's a gamble. Corn is a temptation because a big crop of it brings in more money than a sorghum crop; but the way to reckon farm profits is not by the year but by the decade; and reckoned by the decade, corn isn't in it with sorghums in a sorghum country or in a near sorghum country either.

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"Imagine people unable to make corn-pone; lacking or thinking they lack, the 'equipment' for making it! But no American can afford to laugh at the picture when we ourselves, trained like the Europeans to eat wheat bread, can't understand the value of kaffir, milo, and feterita. And it is worse even than that; for we insist, not only on wheat bread but on white bread—a dietetic abomination. Because our palates are of the softest, we reject so much of the wheat that we have to mill three bushels where we would have to mill only two if we used the whole of the wheat. Under the circumstances I am not sure that we deserve any wheat till we have learned the proper use of it.

"One reason why many a farmer likes wheat is that it keeps him busy only a few months of the year, and allows him the rest of the time for riding around in an automobile while his land lies idle. Any man who lets his land lie idle is a bad farmer and a worse citizen; and if he does it at a time like this, he gives aid and comfort to the enemy—a phrase for which there is a shorter, uglier word given in the Constitution.

Not that I'm down on wheat. Bless you—there isn't a man in Kansas prouder than I am of Kansas red turkey wheat. There is no wheat grown anywhere that can beat it. Any man who can come to town (Concluded on page 18)

Why Kansas Draws Here is a Voice out of the Middle West that Makes Clear How the Folks on the Ranches and Farms Regard Their Entry into the War

THE attitude of the people of the Middle West toward America's participation in the European war has been misunderstood by the East—and the misunderstanding has arisen largely from misrepresentation. The people of Kansas (and they are fairly representative of the people of the states west of the Missouri River) are opposed to militarism. The effects of "gun-toting" are still fresh in their minds and they do not want to see the nation adopt a policy which was so subversive of law and order when it obtained among individuals. There are few

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Drawing by H. DEVITT WELSH

lingoes among us. We may indulge in a little spreadeaglesism in our Fourth of July orations, but there are not many who have pinned for an opportunity to lick the world. We were carrying no chip on our shoulder. Consequently we did not hail the European war as a chance to plunge into world politics. We did not foresee, any more than the rest of the world foresaw, the long drawn-out struggle. We did not believe the horrors and atrocities that have developed possible. And while the sinking of the Lusitania stirred the West into a demand that the honor of the nation be

upheld, we hoped against hope that some way would be found by which the United States could serve the war-mad world and maintain its own self-respect without indulging in the anachronism of war. We were in much the same position as the self-respecting citizen who finds a neighborhood feud raging around him. He deplors it; he wants to take no part in it; but he cannot ignore it, however much he hesitates to get into the back alley and heave bricks along with the Hooligans.

We were painfully conscious from the start that this nation was involved in the European war. We understood, in part at least, its economic aspects. If we were loath to see the United States enter the war it was not because we were less outraged than the East by the unwarranted attacks on our commerce. It is true that we were farther removed from actual contact with the war's various aspects; it did not touch us so closely. We did not see the under-sea craft sink vessels off the coast of New England; we were perhaps less quick to visualize the repeated German outrages. But we were as quick to appreciate the distinction between a blockade that stopped and prevented the shipment of goods to a belligerent, such as practiced and made effective by the Allies, and the ruthless sinking of neutral ships and the murder of their crews and passengers by the Germans.

So when the President spoke he found the Central West ready and this section is now into the war heart and soul, and, which is quite as important, with all her intelligence, enthusiasm and brawn, ready to supply her full quota of the men to do the fighting and to bend every energy to do her full share in feeding the people at home and at the front. It is no half-hearted loyalty that the Middle West brings to the President, but the full measure of undivided allegiance to the government, and a grim determination to see it through. The Middle West wants to see the war prosecuted vigorously and to a successful conclusion. She wants to take a full hand in the grim conflict. She wants to avenge the wrongs that have been done by the ruthless hand of kaiserism; she wants to humble the power that has so arrogantly given

orders to all the world and venomously assaulted all who would not do her bidding.

While the Middle West set her face against war, so far as war could honorably be avoided, she is none the less jealous of the nation's honor, and goes to the battle with a heart none the less willing to fight to the finish. It was from no mean sense of profit that she finally accepted the gauge of battle, for she long held out, even in the face of an

active and well-financed propaganda to force America into war for mercenary motives. At the same time the Middle West is not so ignorant as to be unwilling to confess that her self-interest runs coincident with her sympathies. In joining in the fight to make democracy rather than autocracy rule in Europe, Kansas recognizes that America is likewise following the lines of intelligent self-interest. It has been the buying power of the Allies that has brought America her abnormal prosperity;

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WHEN FATHER'S AT THE FRONT

What Are the Boss and the Government Going To Do Toward Taking Care of the Wife and Kids That He Leaves Behind Him?

By ALLEN WALKER

IN a verse which well defined the democracy of war, Kipling stimulated enlistment in Great Britain for the South African war—

Cook's son, duke's son, son of a hundred kings,
Forty thousand horse and foot going to Table Bay;
Each of 'em doing his country's work—
And who's to look after the kids?

Pass the hat for your credit's sake, and
Pay! Pay! Pay!

As to the multiplicity of complex problems the Boer war was a toy affair as compared with the present world conflict, and we Americans are only just beginning to grasp the fact that warfare on such a scale as this reaches down and digs hard into every single activity of the national life.

The visit of the diplomatic Commissions from England and France will do much to enlighten the authorities and the people of the United States as to the vastness of the

problems to be considered—problems which many of us have regarded as mere side-issues, because we were unable to visualize the importance of things which actual experience has not so far brought to our own doors. And, as President Wilson has said, *fools we are if we profit not by the mistakes of those who first bore the brunt of a holocaust entirely without world precedent.*

The Chamber of Commerce of the United States, in its concern for business interests, encountered one of the alleged "side issues" in its investigation as to the experience of other countries in their endeavor to handle the problem of relief for the dependent families of enlisted men, and the methods prevailing as to the treatment of absentee employees who joined either the military or naval forces. The result of these inquiries, in the most authoritative quarters, has been an illuminating disclosure that this is not exactly a "side-issue",

but rather a great big problem of vital importance to business men and one which, if not thoughtfully handled by careful organization in advance, could not fail to be mightily expensive to employers and employees throughout the country. To employees as well as employers because in the matter of industrial pay-rolls let us not forget the simple economic axiom that whatever adversely affects the employer must in the end, also hit the employee. They are both part of the same fabric and when the employer is taxed beyond physical limit the employee is in the position of not being able to get what is not there.

So we find that the experiences of other countries in respect to industrial pay-rolls during war time indicate the need for the most careful deliberation prior to the adoption of any plan for general acceptance by business interests.

THE war came suddenly upon the manufacturers of Great Britain and her Dominions. In addition to the fact that there was no precedent for dealing with a task of such great magnitude, there was no conception whatever as to the possible duration of hostilities or of the demands to be made upon men and materials.

Since the industrial conditions in Great Britain and Canada—particularly Canada—and the statutes governing them more nearly than any other country approach the conditions in the United States, it would seem to be sufficient to concern ourselves mainly with the experiences of these two countries and seek to profit by their errors, by their new plans and proposed readjustments and by the advice of their experts who have been most familiar with operations pertaining to pay-rolls and relief.

Responding to the wave of patriotic sentiment which swept the country at the first outbreak, corporations spontaneously put themselves behind a movement for voluntary enlistment in Canada. In addition to every effort to induce the men to enlist and go to the firing line, they one after another agreed to distribute full pay among their employees during the period of the war and to put them back in their positions—those that should return. The result has been something like a chaotic condition in the attempt to handle this great problem. The promises made to continue full pay to absentee employees who enlisted for service have had to be cancelled because the corporations could not keep up the pace, and in hundreds of cases where the heads of firms promised to take back those who went to the front they found themselves unable to do even this, because men have come home maimed and injured, suffering from shell shock, and neurasthenic, even if not wounded in any way, rendering them entirely unfit for their jobs, to say nothing of disruptions in the organizations caused by the attempt to replace men and women who, though temporarily engaged, have been specifically useful and in turn have to be taken care of in some way when put out of present employment.

The obligation to look after this help employed at the beginning of the war, with the distinct understanding that they were able to hold positions pending the return of the men who enlisted, has not served to solve this angle of the problem, for the reason that hundreds of men and women who formerly earned a few dollars a week have been employed in capacities in which they have been able to earn three and four dollars a day, and the possibilities of discontent and trouble in the disposition of these hundreds



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The British government has an officer in this country, with headquarters at the British Consulate, who is looking after the interests of British family dependents here, that is, the members of families of unnaturalized Englishmen who have gone to the front. An investigation has been made calculated to establish the actual minimum cost of living for an average family, as a basis for standardizing the allowance. The New York Department of Health estimated that an average family of two adults with three children needs \$51.68 per month in New York for actual necessities, that is, for rent and food alone.

TO summarize the situation, it seems that the experiences of other countries, plus the suggestions of their experienced representatives now handling the different phases of the maintenance problem point to the following conclusions:

Enlisted men serving in the ranks of the army or navy neither need nor desire remuneration in addition to the service pay which, in accordance with rank, they receive as a provision of statute. They have little or no opportunity of spending money at the front. It is undemocratic and unmoral for men to serve in the ranks alongside one another with different rates of pay for their patriotism, as must happen if enlisted men receive individual allowances from their respective employers. This inequality of remuneration has been found by the allied authorities to be one of the greatest contributing factors to desertion from the ranks. Soldiers at the front get letters from home, and they compare notes and inequality in standard of living and comforts for the dependent families, caused

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The soldiers and sailors abroad have shown that they can, and do send as much as 50 per cent of their service pay back home for the comfort of their families.

The government should provide a separation allowance, of a minimum sum estimated to take care of sheer necessities, rent and food for the "average" American family of one adult and three children. The soldiers do not want their families supported on a charity basis, and government maintenance is the simplest way of covering this difficulty. The establishment of a minimum sum enables discretionary power to be exercised in dealing with each case upon its merits in respect of all additional allowances granted above that made by the government. It is easier to add to than take from an allowance.

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The fundamental aim of the present readjustments of methods on the part of these foreign governments referred to is: to establish equality in the basis of service in the ranks, according to rank; to equalize the burden upon industry and people; to avoid duplication of patriotic organizations and funds, and to combine all the machinery of family maintenance with an eye to the best psychological effect upon the fighting man at the front.

WHY KANSAS DRAWS THE SWORD

(Concluded from page 13)

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WHEN FATHER'S AT THE FRONT

What Are the Boss and the Government Going To Do Toward Taking Care of the Wife and Kids That He Leaves Behind Him?

By ALLEN WALKER

IN a verse which well defined the democracy of war, Kipling stimulated enlistment in Great Britain for the South African war—

Cook's son, duke's son, son of a hundred kings,
Forty thousand horse and foot going to Table Bay;
Each of 'em doing his country's work—
And who's to look after the kids?

Pass the hat for your credit's sake, and
Pay! Pay! Pay!

As to the multiplicity of complex problems the Boer war was a toy affair as compared with the present world conflict, and we Americans are only just beginning to grasp the fact that warfare on such a scale as this reaches down and digs hard into every single activity of the national life.

The visit of the diplomatic Commissions from England and France will do much to enlighten the authorities and the people of the United States as to the vastness of the problems to be considered—problems which many of us have regarded as mere side-issues, because we were unable to visualize the importance of things which actual experience has not so far brought to our own doors. And, as President Wilson has said, fools we are if we profit not by the mistakes of those who first bore the brunt of a holocaust entirely without world precedent.



The Chamber of Commerce of the United States, in its concern for business interests, encountered one of the alleged "side issues" in its investigation as to the experience of other countries in their endeavor to handle the problem of relief for the dependent families of enlisted men, and the methods prevailing as to the treatment of absentee employees who joined either the military or naval forces. The result of these inquiries, in the most authoritative quarters, has been an illuminating disclosure that this is not exactly a "side-issue",

but rather a great big problem of vital importance to business men and one which, if not thoughtfully handled by careful organization in advance, could not fail to be mightily expensive to employers and employees throughout the country. To employees as well as employers because in the matter of industrial pay-rolls let us not forget the simple economic axiom that whatever adversely affects the employer must in the end, also hit the employee. They are both part of the same fabric and when the employer is taxed beyond physical limit the employee is in the position of not being able to get what is not there.

So we find that the experiences of other countries in respect to industrial pay-rolls during war time indicate the need for the most careful deliberation prior to the adoption of any plan for general acceptance by business interests.

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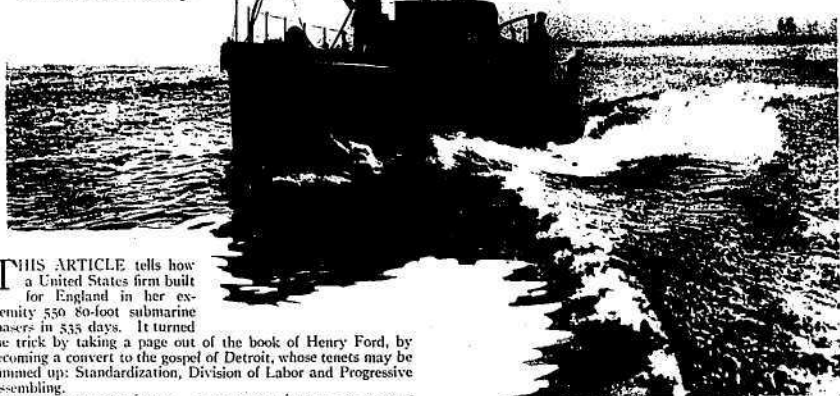


Building War Yachts by the Wholesale

To Meet England's Sudden Need,
Out 550 Submarine Hunters

an American Concern Turns
in That Many Days

BY
Prescott Lecky



THIS ARTICLE tells how a United States firm built for England in her extremity 550 80-foot submarine chasers in 535 days. It turned the trick by taking a page out of the book of Henry Ford, by becoming a convert to the gospel of Detroit, whose tenets may be summed up: Standardization, Division of Labor and Progressive Assembling.

These were wooden vessels. America is dreaming of a fleet of a thousand merchant ships made of wood, flying the Stars and Stripes, before the end of 1918. If the dream comes true it will revolutionize the commerce of the world. It is not impossible. When a single company increases its production of motor yachts from three a year to three a day nothing seems impossible.

Will the times bring forth a genius who will carry the Detroit idea over to the larger and more intricate job of "manufacturing" freighters? The most unimaginative, as he reads this narrative, will find his mind leaping to the same query.—Editor.

WHEN a German U-boat—one of the old models by the way—torpedoed three British cruisers in as many hours soon after the beginning of the war, England realized that the submarine was a real naval factor. Previous to that time the undersea boat had been regarded as a sort of curiosity, full of promise but hardly practicable. In the Russo-Japanese War, less than ten years before, it had not figured. England was unprepared. Not only was she lacking in means of defense, but so small had been the importance attached to submarines that not even a plan of campaign was ready. She did not know how to protect herself.

England soon reached a state of mind close to panic. Every agent and commissioner sent to America to purchase munitions and supplies was on the lookout for practical ideas for submarine antidotes. One of these men visited the New York office of Henry Sutphen, vice-president of the Electric Boat Company. This concern is engaged principally in the manufacture of submarines, but one of its plants is devoted to motor boats.

"What method can you suggest for submarine defense?" asks the Englishman.

"Motor boats," said Sutphen, "if you can get enough of them."

"Can they keep the seas?"

"Well, we have annual races from New York to Bermuda, and I know of one motor boat only 36 feet long that made a trip from Detroit to Petrograd. They can keep the sea if they are built for it."

The upshot of this conversation was an order for fifty small yachts. Several weeks later the *Lusitania* was sunk and England saw the writing on the wall. The order was increased to 350 and the time limit set nominally for eighteen months. Such a contract probably had never before been attempted, and it was impossible to say how soon it could be filled. The contract price was twenty-two million dollars—enough to make the job worth any effort.

At this time the capacity of the plant for boats of the size selected was not more than three or four a year. To add to the difficulties it was necessary that the boats be built in British territory, and an entirely new plant had to be constructed in Canada.

It must not be supposed that these boats were ordinary motor launches. Eighty feet in length, they were capable of carrying a crew of twelve men and sufficient food and fuel for a ten days cruise. The interior construction from bow to stern was as follows: chain locker, lavatory for crew, fore-castle for eight men, ammunition room, large fuel tank, engine room, galley, mess room, officers' state-room for two, and additional fuel tanks in the rear. On deck there was a three-inch gun platform forward, a chart house, and behind this the bridge, where the steering apparatus and engine telegraph were located.

In order to reduce the vessel's visibility to a minimum the superstructure was kept as low as possible. It is interesting to know that although a high superstructure affords a wider range of observation, this advantage is more than overcome by a tendency to roll, which makes accurate shooting difficult. The metacentric was also kept reasonably low, in this case about fifteen inches, to prevent lurching, and the twin propellers also contributed to lessen the roll. These facts combined to render the shooting platform exceptionally stable. Another interesting feature of this chaser is the steering arrangement,

the wheel being exposed and the steering lines led along the sides of the deck, where they are easily accessible in case of damage. The rudder employed is made of manganese bronze and is of the balanced type, enabling the chaser to turn very quickly and smoothly. In fact, it can turn completely about in one and one-half lengths—a consideration of vital importance if the submarine shows fight. During the time that these chasers have been in service it is probable that thousands of projectiles have been aimed at them, but so far as is known every one of the original five hundred and fifty is still in service. It may seem strange to the landsman, but it is nevertheless true that an agile motor boat can actually dodge gun-fire by gauging the direction of the approaching shell.

The displacement of the boat was 32 tons and the fuel capacity 2,100 gallons. Two standard 220 horse power gasoline engines gave it a speed of 22 miles an hour for 700 miles, or 12 miles an hour for 1,500 miles. Its draught was only $4\frac{1}{2}$ feet, making it absolutely immune from torpedo attack. The average depth at which a torpedo travels is about 15 feet, and 8 feet may be regarded as the limit. Closer to the surface the action of the waves upsets the steering gear and throws the projectile off its course. It is a wooden war ship, but it laughs at torpedoes.

When the company's engineers made their plans for constructing 550 of these boats it was evident from the first that they must be not built but manufactured. The first step was to make the "master boat," every part of which was carefully fitted and then measured to permanent models, or templates. From each of these templates 550 duplicates were made. Before their arrival at the assembling plant the parts were numbered according to the order in which they were to be used.

None of the actual preparation of material was done in the main plant. The wood work, for instance, was milled in Bayonne, N. J., where over eight and a half million feet of finished lumber, sawed and dressed to required sizes,

was prepared and packed for shipment. The engines were made in three different machine shops in various sections of the country. Three thousand car-loads of finished material went into the construction of these 550 motor yachts.

Altogether fifty different operations had to be per-

formed in fitting and fastening the various units. For each task there was a separate gang of workmen who did nothing else. Inasmuch as the work had already been organized and simplified to the last degree by the numbering of the parts, the ships were set up almost as readily as a child would make block houses. The result was that skilled labor was required for only a few operations.

Up to this point Detroit's gospel of standardization and division of labor was followed almost to the letter. In the assembling process, however, the method was reversed. In an automobile factory the frame moves along while the workmen remain stationary. In a ship factory, there is no transportation system, and the gangs move forward from one boat to the next.

Probably the most essential factor contributing to the general efficiency of such a plant is prompt and orderly delivery of materials. This not only saves storage space and avoids waste energy in rehandling, but is a real time-saver in several other respects. For instance, the first things delivered after the keels were laid were the engines and anchors. These heavy parts were immediately distributed alongside the boats in which they were to be placed, and when the time came to install the motors they were simply hoisted on A-frames and dropped into position.

The amount of detail was staggering. Of brass pipe alone the footage was 109,450, and more than half a ton of paint, varnish and putty, was required. Other items were 979,504 bolts and nuts, 2,200 sailing lights and fire extinguishers, 25,850 incandescent lamps, 22,000 storage batteries, 3,850 oil lamps, 611,000 feet of manila rope, 325,000 feet of wire rope, 33,200 running yards of deck canvas, 16,500 port lights, and 1,650 sinks, wash basins and toilets.

About 12,000 men were employed on this contract, 3,000 in the assembling plant and the rest in mills and machine shops. Most of them were working at ship-building for the first time. Furthermore, the great assembling yards are on the shore of the River St. Lawrence consisted of little more than huge sheds. In spite of these apparent handicaps, the rate of production during the last few months averaged three boats a day. The boats were put up so quickly and the sheds became so crowded that keels were laid in the open wherever space could be found. Some of the chasers were launched directly from the sheds, while others were loaded on flat cars and hauled to the ways.

Toward the end of the contract the rate of production reached such an astonishing speed that three boats were launched daily. The sheds became hopelessly crowded and keels were laid on the bare ground wherever space could be found for them.



The previous history of standardized boat-building is comparatively brief. The Electric Boat Company, in 1905, built 120 twenty-one foot mine yawls for the war department. Since that time this concern has turned out a contract for 33 thirty-foot mine layers, and another for 110 thirty-six foot power life boats for the United States Life-Saving Service. Two ninety-eight foot motor yachts, the largest ever standardized up to that time, were started in 1910. Others who have experimented with success in this field are the Racine Boat Company, specializing in thirty footers, and the Mullins plant, which is building twenty foot steel pleasure craft on standard designs.

It is a far cry from the little land runabout to these staunch yachts that brave the terrors of the open sea as well as the deadly U-boats. Both are triumphs of the new industrial magic word—Standardization! What

wonders this same formula is to produce under the pressure of war necessity we are yet to discover.

Victory in this great struggle probably will rest in ships. There may be sleepless nights for Hohenzollern and Company in the thought that the system which turned out 32-ton yachts by the hundred can also make rapid and wholesale deliveries of 3,000-ton freighters.

CAN WE FEED THE WORLD?

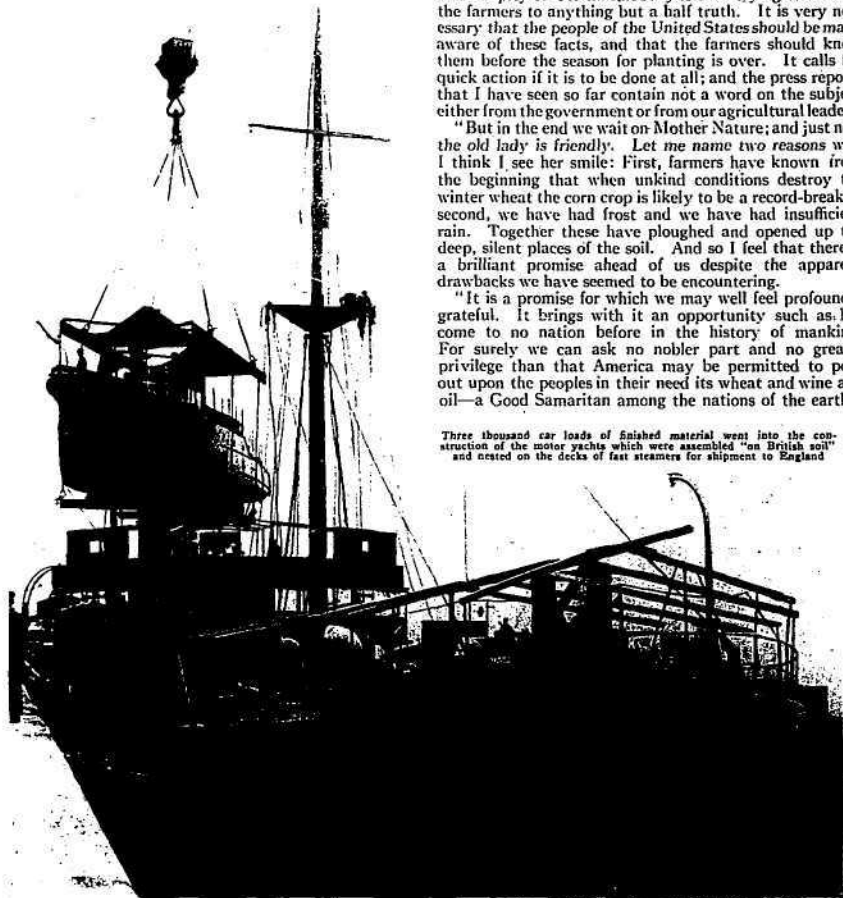
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with a load of it in his wagon is cock of the walk; and he is hauling something that is as good as cash. But that's not the point. The point is that the farmers of this country haven't been rightly educated as to some of those other crops which afford inexpensive, wholesome, and nutritious human food; and the pity of it is that nobody is even trying to educate the farmers to anything but a half truth. It is very necessary that the people of the United States should be made aware of these facts, and that the farmers should know them before the season for planting is over. It calls for quick action if it is to be done at all; and the press reports that I have seen so far contain not a word on the subject either from the government or from our agricultural leaders.

"But in the end we wait on Mother Nature; and just now the old lady is friendly. Let me name two reasons why I think I see her smile: First, farmers have known from the beginning that when unkind conditions destroy the winter wheat the corn crop is likely to be a record-breaker; second, we have had frost and we have had insufficient rain. Together these have ploughed and opened up the deep, silent places of the soil. And so I feel that there is a brilliant promise ahead of us despite the apparent drawbacks we have seemed to be encountering.

"It is a promise for which we may well feel profoundly grateful. It brings with it an opportunity such as has come to no nation before in the history of mankind. For surely we can ask no nobler part and no greater privilege than that America may be permitted to pour out upon the peoples in their need its wheat and wine and oil—a Good Samaritan among the nations of the earth."

Three thousand car loads of finished material went into the construction of the motor yachts which were assembled "on British soil" and crated on the decks of fast steamers for shipment to England



Tax Gatherer or Bond Broker?

To Pay as Far as Possible the Expense of War as We Go Along or

Altogether on Bond Issues—That is the Question

By ANSELM CHOMEL

WHEN Germany undertook to set bounds to our commerce on the high seas, and it became apparent to all, save those who had eyes but saw not, that it would be little short of a miracle if we kept out of war. "There was one voice," as THE NATION'S BUSINESS said at the time, "to speak for the business of the country, to tell where it stood." It spoke in terms that carried no comfort to our foes across the ocean. Organized business pledged itself to stand solidly behind the President, come what might, and generously has that pledge been redeemed. It has given the benefit of expert business knowledge to the government in the purchase of army supplies. It has aided materially in maintaining the financial credit of the country when the government was hard put to buy food for the army. Now it has turned its attention to the financing of the war.

Through a referendum of the Chamber of Commerce of the United States, the business opinion of the country on that vital problem is crystallizing. In order to place the question squarely before the members who will shape the policy of the Chamber, a special committee has submitted a report in which it discusses methods of raising funds to carry on our war with Germany.

The cost of war, always staggering, has reached to-day well-nigh unbelievable heights. The expenditures of England, for instance, since August 1, 1914, have amounted to about twenty billion dollars, \$435 for each man, woman and child in the United Kingdom. In our Civil War, we spent something less than \$104 for each person then living in the country.

Bond issues and taxation are open to the government in raising the enormous sums required. The question is how far each shall be used. In Europe, it is now generally admitted that far heavier taxes should have been imposed in the beginning of the present conflict. To finance our war altogether by bond issues would lead to extravagance and a rapid rise in prices during its progress and a heavy burden of taxation upon the country during the difficult period of readjustment after peace is established.

Taxation, will tend toward that economy which has become an imperative necessity in the other belligerent countries. Waste and extravagance, always hateful, become, now, almost criminal. By increasing prices, they increase the cost of war, and add to the burden of taxation. War taxation acts as a direct and immediate check upon unnecessary private consumption, and this, in turn, removes a chief cause of the rise in prices due to extraordinary government demands coming into competition with the usual demands of the people. It sets free labor and capital for the production of military supplies and food for ourselves and

others, tends to reduce the cost of government stores, and therefore, the rate of taxation.

Industry, through its large profits of the last two years, is in an uncommonly strong position and able to bear its full share of taxation. Furthermore, during war, it is possible for a community to pay higher taxes than in normal times of peace. Production is mainly directed towards supplying of commodities for immediate use, largely on government demand. In times of peace, marketing problems are more complicated, competition more severe, and much labor and capital are employed in adding to equipment for use in future years. Under such conditions it is more difficult for a community to endure extraordinary taxes and at the same time continue the progressive development of the country.

In providing revenue to meet the large expenditures which the government faces, the burden should be distributed as widely as possible and fall as fairly as practicable upon all classes of our citizens. To this end, a large part of the sum to be raised should be derived from increase in the individual income tax. The present exemption for married persons and heads of families is \$4,000, and for single persons \$3,000. To meet the present emergency, it has been suggested that the first should be reduced to \$2,000 and the second to \$1,200, and that the war super-tax should begin with one percent on incomes in excess of \$3,000 and gradually rise to forty per cent for the largest incomes. At present, the super-tax does not apply until the income reaches \$20,000. Beginning then at one per cent, it runs to

thirteen per cent for the largest incomes. Certain apparent defects in the present law loom larger as the rates increase. An individual tax-payer, for instance, can now deduct the interest paid out for money borrowed to carry tax-exempt bonds, whereas the income derived from such bonds is not taxable. On the other hand, what has the appearance of injustice is done to the individual tax-payer by not permitting the deduction of losses actually incurred outside the tax-payer's regular business, unless such losses are offset by gains obtained outside the regular business. Again, the present law provides for the depreciation of property but takes no account of obsolescence. In addition to the income tax, the business man nowadays has to think about an excess profits tax. He feels that, while business should pay its share of war expenses, an excess profits tax should be so levied as to disturb as little as possible the financial machinery and the industrial progress of the country. When a business institution

HOW shall we raise funds to carry on our war with Germany is a question that perplexes government experts and the business man alike. The country is in a position of less than the formulation of a national financial policy for the period of the war. As one of the biggest tax-payers, the business man has a real interest in finding the best solution of the problem. In order to sound the opinion of the commercial world of America on this vital question, the Chamber of Commerce of the United States is conducting a referendum vote among its members. To this end, it called together in Washington a group of twelve men, known from one end of the country to the other as successful merchants, bankers and teachers of economics, to study the points involved in the light of the past experiences of the United States and more particularly the recent experiences of European nations at war. The views expressed in this article on the financing of the war are based on the report prepared by these men. As the National Chamber is a representative body, it has no attitude whatever until its constituent organizations have recorded their decisions about the matter.

The members of the National Chamber committee are: WALLACE D. SIMMONS, Chairman; St. Louis; president of the Simmons Hardware Company; formerly vice-president of the Chamber of Commerce of the United States. T. S. ADAMS, New Haven; professor of political economy in Yale University; secretary of the National Tax Association; formerly tax commissioner of the State of Wisconsin. JOHN V. FARWELL, Chicago; president of John V. Farwell Company; director of Chicago and Northwestern Railroad. EDWARD A. FILLER, Boston; president of William Filler's Sons Company; vice-president of the Sixth International Congress of Chambers of Commerce; director, National Chamber. P. W. GOESBIE, President of the Commercial National Bank of Kansas City, Kans., president, American Bankers' Assn. JOHN H. GRAY, Minneapolis; head of the department of economics, University of Minnesota; formerly president of the American Economic Association. EDWARD D. HULBERT, Chicago; president of the Merchants Loan and Trust Company; director of the Chicago, Rock Island and Pacific Railway Company. JESS STODDARD, president, First National Bank, Los Angeles. HUGH McK. LANDON, merchant, Indianapolis. ROBERT P. MADDOX, Atlanta; vice-president of American National Bank; formerly president of Georgia Bankers' Association; formerly vice-president of the National Chamber. SAMUEL McROBERTS, New York; vice-president of National City Bank; vice-president of the National Chamber. OLIVER M. W. SPRAGUE, Cambridge; professor of banking and finance in Harvard University.

pays out certain sums in dividends, it is because they are not needed in the conduct of the business, and, therefore, a heavy war tax on such distributed income would not restrict its future operations. If, however, such a tax is imposed on profits undistributed and ordinarily retained in the business, it is evident that it may produce serious trouble to the firm or corporation and its employees.

Besides the levying of direct taxes, the government has at its command various indirect methods of raising revenue, as, for instance, stamp taxes, which have always been used in emergencies, and are a ready means for bringing in promptly a large and continuing revenue. Then there is the possibility of a tax on luxuries and amusements, and heavy taxes upon a few articles in general use, in order that a share of the burden may be borne by all elements of our citizenship. As a further source of revenue, there has been recommended an increase of fifty per cent on first-class domestic postage. This, it is estimated, would add something like one hundred million dollars a year to the government's receipts; it would begin to bring in revenue at once, and, as the machinery for collection already exists, would involve little expense.

The Treasury is authorized to issue two billion dollars in short-time certificates of indebtedness. Any large additional revenues from any form of taxation are, therefore, not immediately necessary. Nevertheless, there are before committees of Congress proposals for two retro-active taxes—one upon excess profits, the other upon incomes, individual and corporate, to be applied, not to this year's earnings, but to the earnings of 1916. Business men believe that retro-active taxes on excess profits would be wrong in principle and unjust, because they would fall upon profits already distributed. They believe that a retro-active tax on incomes is likewise wrong in principle, and that if it is imperative for the government to obtain the amount that would be derived from such a tax, it would be more equitable to impose somewhat higher super-

rates upon individual incomes during the present year. It is estimated by the Treasury Department that the war expenditures of the United States during the coming twelve months will amount to about three billion six hundred million dollars. Of this amount it is proposed

to raise two billions through the sale of bonds, leaving a billion and six hundred million dollars to be realized from new taxes. Increasing the income tax on individuals and the excess-profits tax for the year 1917, first-class postage rates, the imposition of stamp taxes, increasing customs duties of a purely revenue character, and excise taxes, it is believed, will provide that amount of revenue.

The vast sums required by the government should be raised in the manner best calculated to serve the interests of the country. Business and the individual should not be burdened beyond their capacity to bear. The government is morally bound to lighten the load of the citizen and at the same time set before him an example of frugality by discontinuing all unnecessary activities, transferring to the new work

of war every man and all the equipment that can be spared from routine work, and by bringing its ordinary expenditures to the lowest level consistent with efficiency. It is highly desirable, too, that our financial policy should be so designed that war taxes will stop as far as may be with the war, thus permitting as speedy a return as possible to normal business and industrial conditions.

Bonds sold by the government for war purposes should be placed where they can be most easily absorbed by the country. When the purchaser of a war bond, for example, pays for it out of his savings, there is no resultant advance in prices. But if purchasers borrow from banks, pledging the bonds or other property, and banks subscribe largely on their own account, both transactions lead to credit inflation since such subscriptions and loans take the form of credits on the books of the banks in favor of the government or the borrower. It is, therefore, of the utmost importance that in placing war loans every effort should



"And to think, mother, that we've got to keep that boy in money!"

be made to lodge the bonds with those who will make payment from savings.

NOT only in the matter of providing funds for the prosecution of the war, but also in a dozen other directions, is organized business, through its mouthpiece, the Chamber of Commerce of the United States, bending its energies to the solution of the problems confronting us.

At the request of Secretary of War Baker, the Chamber will ascertain the sentiment of the business men of the country relative to the matter of voluntary civilian aid to dependent families of enlisted men. It has appointed a committee of which the chairman is F. A. Seiberling, of Akron, Ohio, president of the Goodyear Tire and Rubber Company, and the members are: Charles L. Allen, of Worcester, Mass., general manager of the Norton Grinding Company; A. C. Bedford, president of the Standard Oil Company of New Jersey; George B. Foster, of Chicago, of the Commonwealth Edison Company; P. H. Gadsden, of Charleston, S. C., president of the Consolidated Railway and Lighting Company; Paul J. Kruesi, of Chattanooga, Tenn., treasurer and manager of the American Lava Company; Robert S. Lovett, of New York City, chairman of the executive committee, Union Pacific Railway Company; John L. Powell, of Wichita, Kan., president of Johnston and Larimer Dry Goods Company; Eliot Wadsworth, of Washington, D. C., vice-chairman, American Red Cross; H. H. Westinghouse, of New York City, president of the Westinghouse Air Brake Company.

Employers of labor, representatives of the larger industries, have been meeting in New York, where they have been served with detailed information by the National Chamber with regard to the experiences of other countries in meeting the problem of industrial pay-rolls during war. The object of these group meetings has been to enable business men to adopt the wisest and most patriotic method of coping with the situation, and to support none but temporary agreements with employees pending the announcement of a plan to be recommended for general approval.

With the approach of the moment when the United States will be called upon to provide food, clothing and other equipment for a large force of men, the Quartermaster Department and the advisory committees of the National Chamber of Commerce realize the magnitude of the task and are taking steps to meet the situation when it arises. As an instance of the thoroughness with which these committees are preparing themselves for cooperation with the government, the Omaha committee has assigned to each of its members the subjects with which he is best qualified to deal, so that the depot quartermaster, when he desires information with respect to a particular line or article, will know to whom he may turn for expert business advice.

In addition to the assignment of particular subjects, each member of the committee has been requested to prepare a list of the places where supplies under his supervision may be purchased or where information may be obtained with the least possible delay. This information would include, among other things, a list of the dealers in each commodity and the average stock on hand, in order to facilitate a distribution of emergency orders in proportion to the amount that each dealer is able to furnish.

IN both New York and San Francisco, the committees have discovered a necessity for additional storage space, and arrangements have already been completed or are in progress to remedy this situation.

The committees report conferences with manufacturers of clothing and other commodities, in an effort to arrive at some working basis whereby, when the call comes, supplies may be procured on a reasonable basis and in such quantities as the government may need.

The organized business men of the United States, who have been given a national viewpoint by their Chamber of Commerce, are rendering a service to the government with which no amount of individual effort, with whatsoever degree of patriotism shot through, could hope to compete. They are working cheek by jowl with the government to lay deep and sure the foundation of the country's security.

FOOD The Farmer Is Doing His Part—Let City Folk Do Theirs by Correcting the Criminal Kitchen Wastes Which Are Among the U-Boats' Staunchest Allies

By BRISTOW ADAMS

THE man with the hoe has come into his own. He is now recognized as the patriot, and his work has a new significance which upsets Markham's poetic dictum that "he stands bowed beneath the weight of centuries, blood brother to the ox."

In the midst of a good deal of chaotic fervor in the past momentous months, the hoe in the backyard has been advocated as the best kind of support for the flag on the front porch. Even now, when we are beginning to look soberly about we realize that the call to service may lead in two different directions,—to arms and to farms, with the sword and the plowshare equally in demand.

So far, we have largely resorted to emotional ways of attacking a problem which is essentially economic. We have authorized large purchases of seed for the farmers without knowing whether they needed it or not, and in New York, for example, have found afterwards that there was a surplus of some kinds. The home garden movement, excellent in spirit, has been somewhat misguided in action. "Golf links to increase the country's food supply, now a movement of national proportions," says one newspaper account. "William K. Vanderbilt has given orders to plow up eight acres of lawns to plant potatoes, having

previously put all the rest of the eighty acres of his 'Idle Hour' estate to this use." "Harvard plows up its tennis courts to raise spuds!" And so the record runs, through all sorts of similar activities.

The white grubs from the lawn sod will harvest most of the potatoes, and we thus add another waste. The clay courts of Harvard will scarcely raise fishing worms for some time to come. Of course, one of the values of these efforts may be to make gardening fashionable; but they will waste an awful lot of good seed.

Looking at the food situation seriously we find that all are agreed that the bread line is quite as important a factor as the firing line. And as a corollary to that it seems that production can not be greatly increased unless there is a marked change not only in purposeful effort, but in economic conditions. On top of that there is the undoubted fact that a world survey discloses a very serious state of affairs in a comparative lack of food. The most reasonable remedy, therefore, seem to lie in the field of frugality, by which we as a nation may change our habits almost overnight, and pledge ourselves as a great unit, and as component parts of that unit, to a new spirit of thrift.

The difficulty in the way of increased production is the

fundamental economic one of a lack of labor. The farmers of New York have already begun to increase their crop acreage, and desire to increase even more. But a census just completed by the new State Food Commission points out clearly, on the basis of answers from the farmers themselves, that an army of 50,000 farm laborers is needed to care for present or proposed crops. Here is an example of the farmers seeing their duty, heeding the call, and running into the limiting factor at the very start.

There are only 84 per cent as many hired men as there were last year, and last year there was a shortage. At present there are only two hired men for each five farms, and the average size of New York State farms is a little over a hundred acres.

Moreover, no farmer should radically change his type of farming, nor be stampeded by public clamor to untried plans.

The best he can do is to improve his methods, and this again depends largely on labor. Soil and climate have not been changed by war and the years of experience in adapting crops, soils, and climates should not be lightly set aside. The federal department of agriculture, for a good many years has been putting forth extraordinary efforts to induce farmers and others who are responsible for the production and distribution of food materials to improve their methods. The states have individually done some of this work, too. From all the evidence at hand, no very great impression has been made, and the question of rainfall has, after all, been the deciding factor. A couple of years ago, from conditions quite apart from the war, yet after the war started, New York farmers

were feeding potatoes to stock because it was impossible to get more than 35 cents a bushel for them. This year they are paying ten times as much for potatoes to plant for seed. It was merely a question of rainfall. Over a reasonable cycle of years, the actual figures—coming down to the dry matter of figures—do not show a great deal of progress.

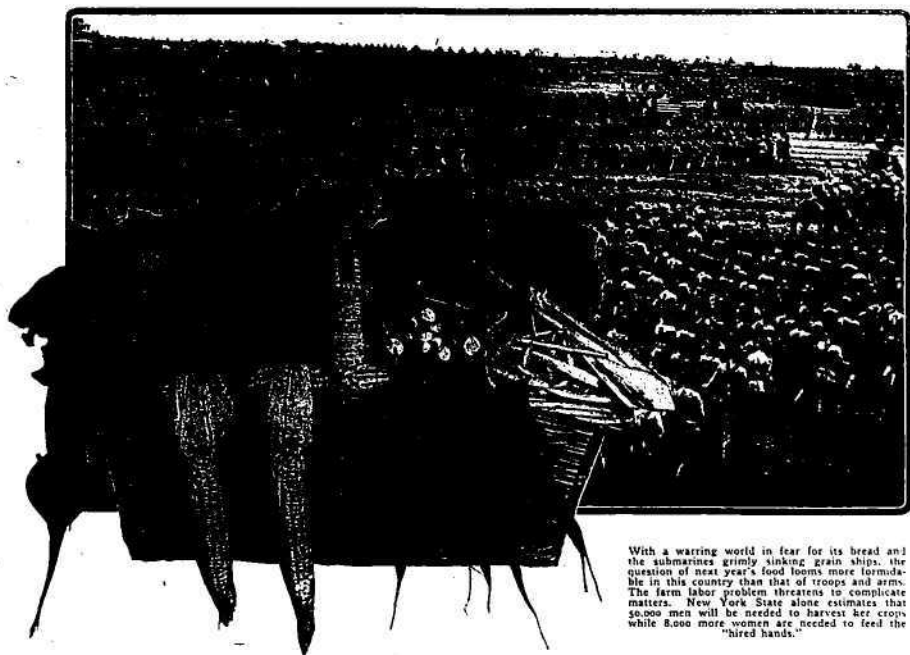
However, progress has been made; a good deal of the effort has had to be propaganda, to get the people in a state of mind for action. The present crisis has this great value: It has done more toward developing a suitable, especially a nationally-directed, state of mind, than anything which might have been done otherwise in a decade or so. In respect to the present psychological state, the main thing necessary is to keep it sane and free from hysterics. Our feet must remain solidly on the ground. Some of the garden propaganda has undoubtedly been hysterical, because successful gardening is partly an art, and partly a science,—at least a craft. There is no more reason that the veriest amateur should succeed with a garden than there is that an untrained person should be able to paint a successful picture, analyze a chemical compound, or satisfactorily complete a complex job in plumbing. Possibly the greatest value of the movement will be to give to the so-called ultimate consumer a keener appreciation of the work done by the farmer and thus make the consumer more willing to help make sure that the farmer gets a fair price for what more he produces. For example, the increases in the prices of milk and eggs have been small as compared with the increases in the prices of feeds. The natural consequence is less heifer calves raised and less eggs hatched.

Coming to the general seriousness of the situation, it is evident at once that an entirely new set of circumstances have arisen since the United States was forced into the war. Ordinarily we are more than self-sustaining. A complete blockade of every port would still leave us able to produce all the raw materials we need for food and clothing, with the possible exception of sugar. But now, more than before, we should not only maintain our present production, but should greatly increase it as this would insure a surplus of nearly all staple products, that surplus to go to the sustenance of our comrades in arms beyond the sea. It is the profound change in the labor situation,



Charming picture, isn't it? She has been converted to this work by the emotional campaign for more farm hands and greater harvests that is sweeping the country. Agriculture is an ancient and difficult science. The autumn will tell whether the order of such well-meaning young ladies is sufficient to make up for their lack of experience.

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With a warring world in fear for its bread and the submarines grimly sinking grain ships, the question of next year's food looms more formidable in this country than that of troops and arms. The farm labor problem threatens to complicate matters. New York State alone estimates that 50,000 men will be needed to harvest her crops while 8,000 more women are needed to feed the "hired hands."

due to the raising of an army and the manufacture of war materials that endangers sustenance and strikes at the very root of an effective offense and defense for ourselves and for the nations with which we are now aligned.

We know already that the wheat crop of the United States, upon which the world so largely depends, is likely to be at least fifty million bushels less than last year's crop; we know that the corn crop recently harvested in Argentina, ordinarily the second largest producer of corn, is a failure, and that the Australian grain crops are not much better. Yet grain is the great need.

From the studies made eight years ago in connection with the Federal Conservation Commission, and from other investigations since then, it is known that America wastes as much as it actually uses. A very great part of this waste is in the cities. The drive for food efficiency needs to be made more in the cities and towns than in the country. The wastes are largely those of the table, and the enemy to be scored against is the garbage can. The statement has been made, for example, that only 15 per cent of the food that comes into a hotel kitchen is actually eaten, the other 85 per cent is wasted.

The prevention of wastes in production must take account of the losses from insects and diseases, both of plants and animals, and the wastes in losses and storage. After that come the serious wastes in use, the most telling and the most criminal of all.

This article offers no panacea, no radical suggestions; it is intended only as a survey. Out of that survey we see several outstanding conditions and several possible solutions. Now that the early clamor is beginning to die down there is greater chance for clarity of vision, and out of the thousands of volunteer organizations pulling as many different ways at once, a national point of view is emerging. The federal Department of Agriculture has been literally swamped and overwhelmed with every sort

of agency and propaganda, each insisting that it be heard and that its notions or half-formed ideas be put into immediate practice.

The Department of Agriculture can go as far as Congress wants it to; the Secretary of that Department has outlined a plan to the Senate for a pretty closely unified organization, national in scope but local in power for good. The federal and state departments of agriculture are doing their parts, aided by the land-grant colleges, the national agricultural associations and many others.

The increased production must come through increased efficiency. Agricultural operations must be extended. The fervid calls on the farmer to sustain the nation can not be met except by labor. To raise an army decreases that labor supply; yet both must be done.

Everywhere that insistent call for farm hands. The women on the farms of New York are asking for 8,000 additional women in the farm homes to help the extra "help".

The two great needs, then, are the hands to work on production, and the care to score against the garbage pail in cutting out wastes.

The hopeful signs as shown particularly in New York, are the immense power for action on the part of our people when once aroused and the willingness to take hold. The action of New York is not an isolated example. Iowa, Michigan, Massachusetts, Illinois, Missouri and many another are responding to state and national calls. But here is what New York did:

The first step taken by the New York State Food Supply Commission appointed by Governor Whitman on April 13, was to order a survey of the agricultural resources of the state and of the requirements of farmers. This census was ordered on April 17. By the 21st, two hundred and fifty thousand census blanks had been printed and delivered to the counties, and preliminary arrangements completed for taking the census.

The commission utilized the existing machinery of the State. In forty-one counties having county farm bureaus the county agent was made official census enumerator. The entire rural school system of the State was utilized to get the original facts from farmers. District superintendents instructed the teachers and older pupils under their jurisdiction to suspend school work temporarily and get the census data needed at once. The teacher or the pupils in each district secured the original facts from farmers, and the teachers summarized their districts on the summary sheets furnished by the Commission.

Chambers of Commerce, banks, business firms and individuals assisted the tabulations by loaning clerks and other expert employees, and adding machines. As a result in just ten days after the copy for the census blanks was delivered to the printer, the New York State Food Supply Commission announced the conclusions. In addition to the taking of this census in record time, it was probably secured at less expense to the state than any other ever taken.

In addition to the facts about farm hands already shown it gave the somewhat surprising fact that the farmers of New York have about 10,000 horses for sale in addition to what they need. If the Federal Government wishes this number for military purposes, it knows where it can get them.

Farmers have adjusted their cropping plans to meet the

emergency situation in a sound and intelligent manner. There is a proposed increase of 56 per cent in the acreage devoted to corn. Other grain crops show proposed increases of 10 per cent to 20 per cent. The wheat acreage is 50 per cent more than it was seven years ago and 11 per cent more than last year. Preliminary figures show an increase of 40 per cent in the proposed acreage of beans, 30 per cent in vegetables and 80 per cent in cabbage.

The State College in cooperation with the railroads is sending out canning demonstration cars, urging the women to make full use of "all the food that they can, and to can what they can't."

The issues are drawn; we must produce, we must be frugal with what we produce. The farmers seem willing to do their part. The cities must do most of the saving and must pay enough to give the farmer a chance to get the help he needs. Thousands of high school boys can work, thousands of college students have enlisted.

We are doing a great thing for democracy. Overall are now an honored uniform. "Agriculture is the foundation of manufacture and commerce." The farmer is at the basis of prosperity, is at the basis of military success, and unless things go well with him they go ill with the world. He realizes his responsibility to-day, and he wants all the help that the rest of the nation can give him in his labors for national sustenance.

Your Market is as Big as A Heart-to-Heart Talk to Your Vision Importers Concerning The Industrial Exposition and Trade Conference from the Man Who Is Behind It

By FRANK H. PAGE

FROM the Philadelphia Centennial to the San Francisco Fair, the United States might be supposed to have run the entire gamut of expositions. Nevertheless, with all our magnificent fairs we have never had anything paralleling in character and definite purpose the great annual Trade Shows of Holland, Glasgow, London, and other European trade centers.

Before trying to assume our rightful position in the front rank of world commerce, there should be a definite mobilization of our enlisted industries. No matter how dazzling the exploits of individual exporters may have been, it is only through steady cooperation and a shoulder-to-shoulder advance that foreign trade territory may be captured without too great a sacrifice, and held with any certain degree of security.

It is demonstrated every day that all things work together for the ultimate good of those with a purpose. A few years ago a number of New England's big business men instituted a broad movement designed, primarily, to bring about closer coordination between farm and factory. Their united efforts crystallized in the building of a great exposition plant at Springfield, Massachusetts, for adequately housing annual displays of the country's products. This Eastern States' Exposition was successfully launched last fall with the greatest dairy show ever held.

The United States Department of Commerce and other trade organizations have declared that now is the psychological opportunity for an annual trade and export conference that will grow until it equals or surpasses the great trade expositions abroad.

That is the idea behind the Industrial Exposition and Export Trade Conference to be held at the Springfield exposition grounds from June 23 to June 30. Its purpose is to afford manufacturers and merchants an opportunity for acquainting themselves with facts that will not only create a wider market at home, but will definitely point out the open doors to wonderful possibilities for the extension of our trade into many foreign markets.

Representatives of the Foreign Trade Department of the National City Bank of New York, which has established branches in many foreign countries, as well as the Foreign Trade Department of the First National Bank of Boston, will be at the Exposition to give out information on banking facilities and arrangements to the manufacturer doing or seeking business in the foreign field.

The Department of Commerce of the United States will be represented through its Exhibit Division, as well as by a corps of experts who, by travel in foreign countries, have gathered valuable facts concerning every phase of the export business.

The National Association of Manufacturers, United States Chamber of Commerce, Shipping Transportation Companies, and numerous other organizations will be represented.

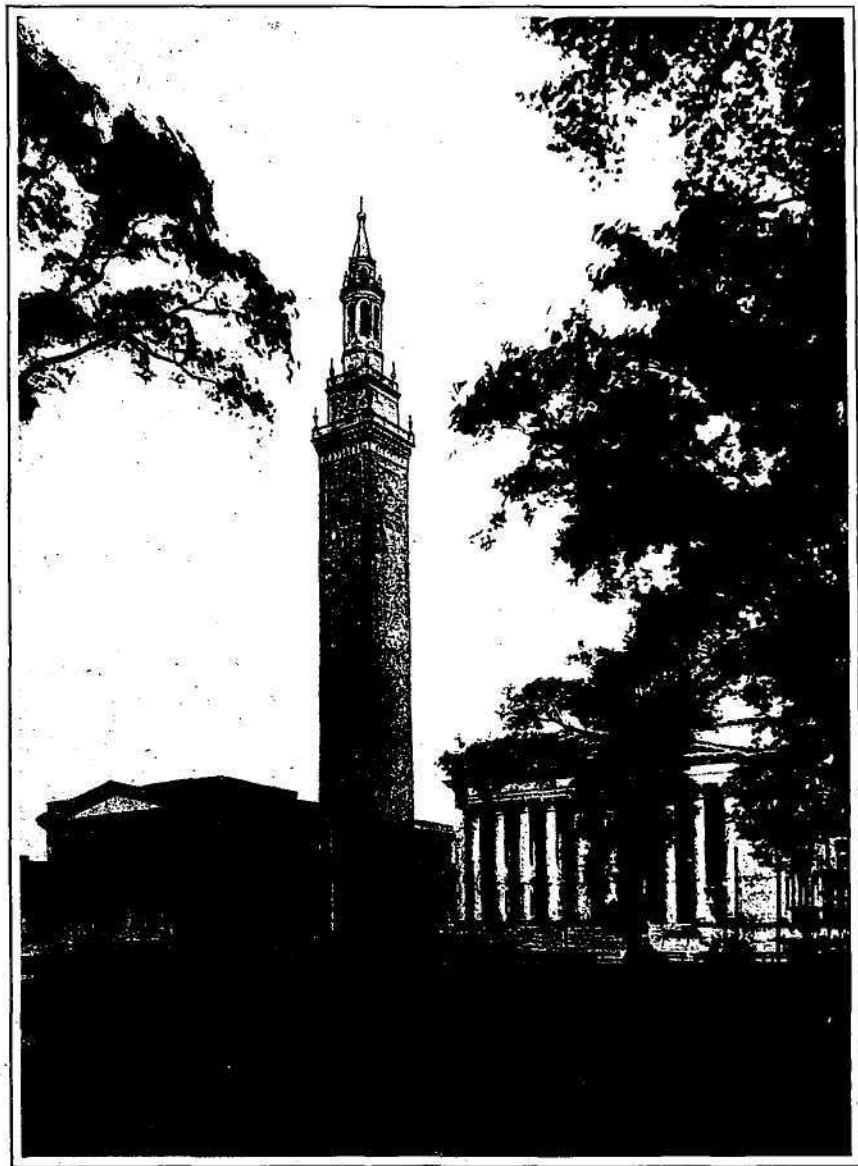
Men and organizations who are content to "sit tight" on the war profits already realized without making organized study and effort toward securing future trade are going to miss the greatest opportunity that has ever come to Industrial America or to any other nation.

The exposition and conference to be held at Springfield should inspire and broaden thousands of manufacturers who have been successful merely in a local way. It will give them a new and exhilarating outlook along the lines of trade expansion, and will bring them in personal contact with the men who have gained a greater and more permanent market.

The Exposition management has at its disposal a group of new buildings that cost \$700,000.00. There are three large exhibition buildings on the grounds, two being connected with the Coliseum, which cost over \$200,000.00.

The management of the exposition is in the hands of a competent General Committee composed of business men of the highest character. The general manager is J. C. Simpson, a man with a wide experience in this work.

Business men of breadth and imagination should attend this exposition as a duty to themselves—and to their concern.



THOSE who planned the civic center of Springfield, Massachusetts, had in mind the effect of beauty upon the character of its people. Flanking a campanile that can be seen for miles, in which a clock marks the flight of time and chimes ring out the hours, are two palatial structures. In one the laws are made and government administered, and in the other a great auditorium where the best of the world's music is rendered, where orators talk to the people and where educators, scientists and humanitarians meet in convention. Such buildings, acting upon lawmakers and public, make for a higher appreciation and better understanding of beauty. Springfield has shown herself the city of civic sense—a practical idealist among the progressive municipalities of the country.

A FORECAST OF OUR HARVEST

A WET spring, ever a promise of abundant harvests, was largely our portion during April. In every district, with scarcely an exception, there is sufficient and overflowing moisture. So far is this true that in many states farm work is delayed, and seeding of small grains in the more northern latitudes is somewhat later than usual. Fortunately this cold, wet weather held back the budding and blossoming of fruit, until at this writing the danger from late cold and freezing is nearly past.

The acreage to be devoted to foodstuffs will break all previous records. This is as true of vegetables of all kinds, of rice, and of peanuts, beans and peas, as it is of the great staples, cotton, corn and oats. The public interest in farming is profound and nationwide, especially in its universal recognition of Agriculture as the most important business in all the world, and the foundation of our welfare and prosperity. The acreage to be put under the plow will be limited only by weather conditions, and the amount of available farm labor. The city folk, like Antæus, have sought to renew their strength and vitality by contact with Mother Earth, until from the uttermost parts of the Union comes the story of cultivated gardens, and of plowed up and vacant lots that once knew only the tin can and the browsing goat.

Meanwhile the farmer is feeling the stimulus of self-interest as well as the effect of those patriotic pleas with which he is deluged, while across the water he hears a Macedonian cry for help from nations in the direst emergency. The most serious feature of the farm situation is the great lack of labor. It is a much more difficult problem to solve than a similar one in industrial life.

Fortunately there are counteracting constructive forces constantly at work. The scientific selection of seed to make sure that what is sown may germinate, grows constantly in favor and practice. Labor saving machines, especially tractors, are increasing in use. Better and more productive farming methods steadily meet wider adoption.

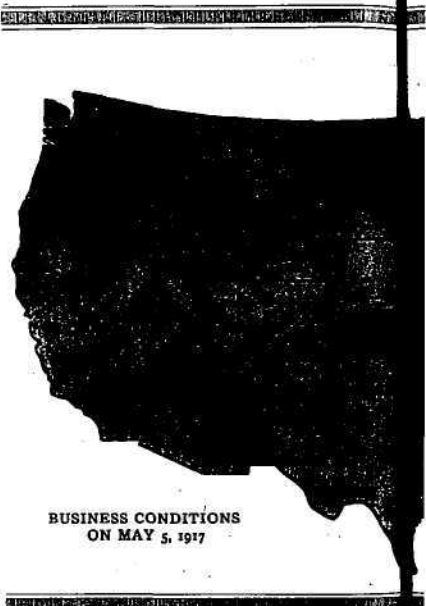
The recent rains have greatly benefited winter wheat, and many fields thought to be dead have been revived. There is much abandoned acreage, especially in Western Kansas and Western Nebraska. This acreage was far greater than usual, but it is being replanted in corn and oats. Any estimate as to the ultimate yield of winter wheat at this stage of the crops' growth is at best merely an approximation, since there remains to be considered the vicissitudes of weather, and the possibilities of the insect damage. The production will not be a large one in any case. If weather and other conditions are unfavorable the yield will be less than last year. On the other hand, with favoring weather and general freedom from insect damage the yield may be even somewhat larger than the harvest of 1916.

In the extreme northern sections, the acreage will be larger than last year, though not materially so. This wheat goes into the ground under the most favorable conditions of good soil preparation and abundant moisture.

Already the high prices of vegetables are declining under the pressure of steadily accumulating supplies, not only from the Southern States and California, but from home grown gardens as far North as the 40th parallel of latitude, or practically the Northern line of the State of Missouri.

The vast economic importance of the truck garden industry may be gathered from the statement that in the first three weeks of April car lot shipments of vegetables (excluding potatoes) from the Southern States

THE nation has had a deluge of such conclusions have been drawn. Accordingly we present with Mr. Douglas, based as it is on the men who have been trained for two years throughout the United States. To bring the facts, Mr. Douglas brings an accompanying article.



averaged over 1,200 cars a week, the same period of three weeks we

The fruit crop is most promising. It played its usual resiliency by refusing to be ahead of what promises to be a fruit, is the lack of canning facilities in winter. There is a grave shortage of

Pastures are much better because of great grazing ranges of the West and blankets of winter-long snow, and some consequent loss among the Western and Eastern New Mexico drought

TO SUM UP: Growing crops, other than ever before, and are generally concerning anything so dependent on the language of Pooh Bah when speaking of delicate, difficult, not to say

WESTS—by Archer Wall Douglas

advice on what to do. All, doubt-
much of it on inaccurate data while
based on no data at all—by intui-
small confidence this review by
graphic reports of eight hundred
years in observing trade condi-
to this accurate system of gather-
been faculty for analysis in the

moderately favoring weather, the present outlook holds out the promise of "a summer of roses and wine".

The present food crisis is the result of a combination of untoward and forbidding causes, which like the woes in Hamlet tread upon one another's heels, so fast they follow. The generally reduced yields of many food products at last harvest would not have been so serious had it not been attended and accompanied by an uneconomical and inefficient system of distribution, lack of equipment and transportation facilities on the part of the railroads, and, most potent of all, an abnormal and unprecedented demand from abroad for all of our food products. This latter cause will continue to complicate and accentuate the situation so long as the war lasts. Yet we should realize that it is but a comparatively temporary and passing factor in our agricultural life.

There is not now, nor has there been at any time, the slightest doubt of the entire ability of agriculture to provide both in the near and distant future for all the wants of our growing population. The foolish and unknowing statements, only too prevalent, that available arable land is nearly exhausted, that our grain and food products do not keep pace with the growth of population, and that we are in danger of soon becoming a food importing country from necessity, are distinctly not so, since they will not bear the test of facts, nor of an intelligent analysis of the situation. The general agitation on this subject, however, comes fortunately as a spur to unusual action when such action was so needed to meet an imminent and pressing, even though temporary, emergency.

It is more than strange to note the undisturbed tenor of general business in the midst of war's alarms. The actual declaration of a state of war gave a temporary and partial check to the general volume for the time being, and this was added to by the somewhat natural tendency to institute at once the practice of a most rigid economy because of the uncertainty of the immediate future. The common sense of the many soon realized that taking thought for the morrow has both its value and its economic limitations, and that judicious spending by the many is the real source and sustaining power of commercial activity.

Despite the uncertainties of the situation—the impossibility of forecasting with accuracy the effect of the great Federal bond issues, loans and taxes which await us,

and the still advancing prices of commodities—the general faith in the soundness of business is strikingly evidenced by the widespread purchases of what are known as "futures," that is, goods contracted for now to be delivered all during the remainder of the year. Meanwhile the demand for current wants continues in large volume, and the same difficulty prevails in getting prompt shipments from manufacturers, a problem which may be complicated by the entry of the United States Government into the market as a heavy purchaser in many lines.

There is a prevailing feeling, drawn largely from the study of the past, that war as a whole will prove a stimulus to commercial activity, and that readjustment awaits the coming of peace. This practical optimism, in the face of the greatest uncertainty and possibly the greatest crisis which has ever confronted us, does not arise either from indifference nor lack of forethought, but rather from a profound and sustained faith and confidence in the institutions of our Government, and the ability of the Administration wisely and successfully to handle any situation which may arise.



while total shipments of potatoes in
over 5,000 car loads.
for much that was given up dis-
eased to stay dead. The real difficulty
abundant supply of vegetables and
preserve them for use through the
beans, and sugar is painfully high.
become of generous precipitation. The
Northwest are just emerging from
and there has been much suffering and
the sheep and cattle. In West Texas
has borne heavily on live stock.

os, other than wheat, have larger acreage
generally in good condition. Prophecy
dependent on the weather as crops, is in the
spring of self-decapitation; "an ex-
tremely dangerous operation". Yet with

THIS BREAKFAST MADE HISTORY

A Conference over Toast and Grapefruit in a Quiet Restaurant Led Walter S. Gifford to the Directorship of the Greatest War Body We Ever Established

By JAMES B. MORROW

TWO MEN, strangers until the event, took breakfast together in New York.

So began an acquaintance and an association of immense value to the United States; and to France and Great Britain, and to Italy and Russia, as well.

Germany was fighting the world—was warring on freedom, it was said. Paris conquered, the Prussians, as their purpose was read, were quickly to turn and march upon St. Petersburg, shining in the sun.

Thereafter, Russia being under the German sword, it would be the English, the Irish and the Scotch, God help them, against armies huge enough to overrun the earth.

In our own nation, negligent and cynical from a long peace and a prosperity that was gluttonous, alarm bells only tinkled whereas they should have boomed.

Men looked upward toward the steeples, smiled and said: "Europe is burning, but three thousand miles of water lie between us and the Huns."

Such was the national attitude, no matter what is now declared, or may be declared next year, or a century hence.

But, happily for American morality, sanity and patriotism, there were strong and watchful men upon the walls—men of a single word, and that word was, "Prepare." The rest of the sentence, "for the appearance of the barbarians," was understood, if unexpressed.

Not generals and admirals, only, were on the walls, among them were publicists, editors, writers, bankers and manufacturers. Below the walls, and trying to outcry the walls, were the politicians, the hyphenates, the spies, the bomb-makers and the pacifists, male and female.

Thus is pictured the day, historic and dramatic, on which the two strangers ate breakfast together in New York. This country, they read and were told, was secure. They knew better and in that knowledge they met for conference.

The elder man, and youthful at that, was Howard E. Coffin, of Detroit; the other, Walter S. Gifford, formerly of Salem, in Massachusetts, that ancient town of Hawthorne's through which ran "its long and lazy street, lounging wearisomely along the whole extent of the peninsula, with Gallows Hill and New Guinea at one end and a view of the almshouse at the other."

COFFIN, an engineer, was already famous as a maker of automobiles, and for his outlook and his talent in management. A member of the Naval Consulting Board of the United States, he saw, perhaps before any one else, that a mobilization of men alone would be futile were material omitted.

The lessons of Europe had not then come over the Atlantic. Great Britain was tragically learning what Prussia had known for a generation. Back of the soldier are a host of comrades—farmers, iron-mongers, steel-makers, tanners, weavers and so on, not to mention those who forge rifles and cannon and work with explosives and ammunition.

Within the vision of Coffin, even then, were included all things essential for protection against the hour when the

bloody and incendiary Prussians in fleets, should sail for America—North America and South America.

It was Coffin who had suggested an inventory of the nation's industries. Among the great engineers on whom he called for assistance was John J. Carty, of the American Telephone and Telegraph Company—the Carty who had placed a cable underground from Boston to Washington and had stretched a copper wire across the continent over which men talked, as between two rooms in the same house.

Gifford, at the breakfast, was Carty's substitute. The men, Coffin and Gifford, came together again the following day. And the next, and the next, until eating together became a habit. At the table, little by little, plans for the amazing inventory were developed.

Manufacturers everywhere, and engineers and chemists, cooperated. Accurate surveys were made of twenty-seven thousand industrial establishments. Figures, epitomizing each, filled eight pages of paper.

The inventory was an answer to every conceivable question—were the enemy to embark and sail westward. Shrapnel could be produced here and there and was

being produced at stated places. Shoes for marching men, spades for trenches, wire for entanglements, rifles, cannon, powder, horses, tents, automobiles, clothing, helmets, steel rails, cars, locomotives, everything and all things, were searched out and tabulated.

Now Gifford was a young man—less than thirty, possibly. Until the Kaiser set out upon his gay and long-expected journey to Paris, by way of Liege, the young man was only a statistician—an expert in items, columns and totals, although as a student at Harvard, he had read poetry and specialized in literature.

IT WAS noted by Coffin, and the discovery may have been somewhat surprising, that imagination, with Gifford, was not disastrous to precision; it is, often, as can be painfully observed when popular orators and authors attempt to deal with such serious subjects as quotients and divisors.

There was a recommendation, for example, that a small yearly order for some particular thing required in war be given by the national government to each manufactory in the country. Gifford said that such a procedure would be the equivalent of sound and dependable insurance, "in that by means of the orders the manufacturer will know in time of peace just what his plant will be expected to do in time of war and, furthermore, he will know how to do it."

The labors of the Naval Consulting Board, begun in 1915, continued until August the year following when Congress created the Council of National Defense—the greatest war body ever established in the United States—"for the coordination of industries and resources for the national security and welfare."

Properly, the board is composed of Newton D. Baker, Secretary of War; Josephus Daniels, Secretary of the Navy; Franklin K. Lane, Secretary of the Interior; David F. Houston, Secretary of Agriculture; William C. Redfield, Secretary of Commerce; and William B. Wilson, Secretary of Labor.



An advisory commission of seven men, "each of whom shall have special knowledge of some industry, public utility, or the development of some natural resource, or be otherwise specially qualified", was also created to act with the Council of National Defense.

The Council of Defense has power under the law to act. The advisory commission has no power. Its function is to give its labor, its counsel and its experience to the country, through the Council of Defense. Its members serve without compensation.

"It shall be the duty," read the remarkable law of August 26, 1916, "of the Council of National Defense to supervise and direct investigations and make recommendations to the President and the heads of executive departments as to the location of railroads with reference to the frontier of the United States so as to render possible expeditious concentration of troops and supplies to points of defense."

If it becomes necessary the national government can seize the railroads and operate them in time of war. Also it can seize American ships.

The Council of National Defense is likewise directed to "supervise and direct investigations and make recommendations to the President and the heads of executive departments" in respect "to the mobilization of military and naval resources; the increase of domestic production of articles and materials essential to the support of armies and of the people during the interruption of foreign commerce; data as to amounts, location, method and means of production and the availability of military supplies; the giving of information to producers and manufacturers as to the class of supplies needed by the military and other services of the government, the requirements relating thereto, and the creation of relations which will render possible in time of need the immediate concentration and utilization of the resources of the nation."

The advisory commission consists of Daniel Willard, President of the Baltimore and Ohio Railroad; Howard E. Coffin, Vice-President of the Hudson Motor Car Company; Hollis Godfrey, President of the Drexel Institute; Julius Rosenwald, President of Sears, Roebuck & Company; Bernard M. Baruch; Samuel Gompers, President of the American Federation of Labor, and Dr. Franklin H. Martin.

Mr. Willard has charge of the work pertaining to transportation and communication. Mr. Coffin is looking after munitions, manufacturing and the standardization of industrial relations. Mr. Godfrey, who is an engineer and an author, is concerning himself with science and research, including engineering and education. Mr. Rosenwald is giving his attention to food and clothing.

Mr. Baruch, who began in Wall Street as a

broker's clerk and is now, as he describes himself, an investor and speculator, and who testified during the "leak" investigation that he made \$476,168 in thirteen days by short-selling, is directing the investigations into the supplies of minerals and metals.

Mr. Gompers is attending to labor and the health and welfare of workers, and Dr. Martin, a famous surgeon, is devoting himself to medicine and general sanitation.

These seven men are chairmen of seven large committees, on the seven subjects mentioned, and are helped by hundreds of volunteer experts in all parts of the country. For example: Mr. Willard has enlisted the services of Fairfax Harrison, President of the Southern Railway. Mr. Coffin has called into his work, relating to munitions and manufacturing, the skill and energy of Frank A. Scott, a brilliant young business man of Cleveland. Mr. Rosenwald is being assisted as to food and clothing by Herbert C. Hoover, whose wonderful success in feeding the people of Belgium, has given him a world-wide character and reputation.

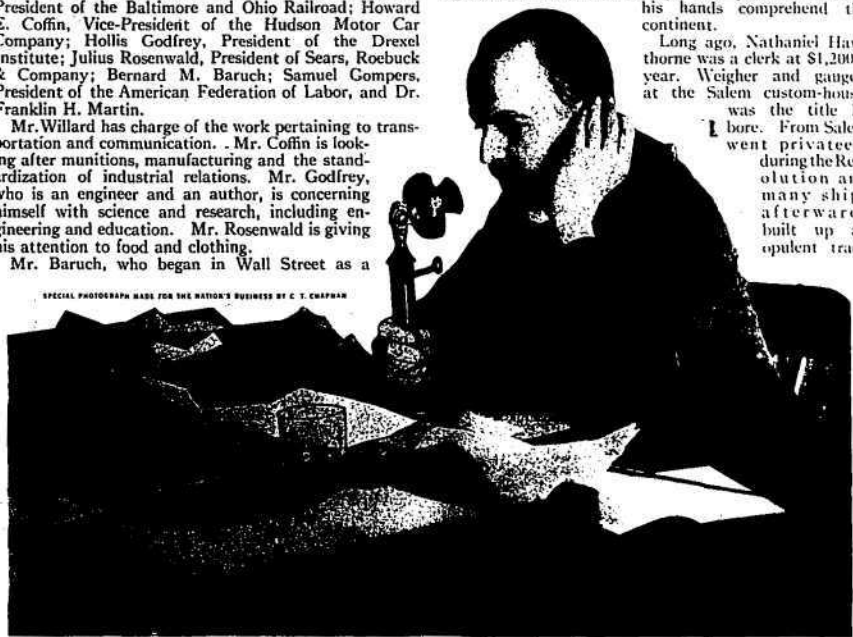
WITH Mr. Coffin, into the Council of National Defense, went Walter S. Gifford as director of that mighty war body—and the extraordinary inventory of the twenty-seven thousand American ships, mills, furnaces and factories, as a sequel of the breakfast referred to in the first paragraph.

Fontenelle, the French philosopher, poet and lawyer, was asked in his old age how he kept so many friends without making one enemy.

"By means of two maxims," he replied. "Everything is possible; everybody may be right."

With seven stars such as Daniel Willard and his six associates, each of them is right. Otherwise they would not be stars. The youthful statistician of 1915, has become in 1917 a diplomatist of the first order and an organizer of exceptional ability. His eyes, his head and his hands comprehend the continent.

Long ago, Nathaniel Hawthorne was a clerk at \$1,200 a year. Weigher and gauger, at the Salem custom-house, was the title he bore. From Salem went privateers during the Revolution and many ships afterwards built up an opulent trade



SPECIAL PHOTOGRAPH MADE FOR THE NATION'S BUSINESS BY C. T. CHAPMAN

His eyes, his head and his hands comprehend the continent

with the East Indies. Witches were punished there more than two centuries ago. A town of romance and adventure, is Salem, and of fortunes put in hazard. To be born there, is to have a good beginning.

Gifford also began as a clerk. Out of Harvard, where for a time he thought of mines and engineering, steeped in traditions and dreaming, no doubt, he wrote a letter and addressed it to the wrong corporation. He supposed that he had asked the General Electric Company for a desk and stool at headquarters.

The letter he wrote was so composed. Then a freak of his mind occurred and he addressed the envelop to the Western Electric Company, instead. An offer of \$10 a week was returned. He set out with \$50 and a ticket to Chicago—and lost the money en route.

Penniless, he rode on, which is a heroic point worth remembering by those who may sketch him after he shall have achieved his highest honors.

Then, as to-day, he put the accent of New England into his conversation. "What do you think of this idea?" he would ask. His chief would lop off the superfluous "r" and give him an answer.

Away back there conceptions, workable and novel, came into his mind. He was a competent man in all respects and when his company was sold to the Bell interests in the East, he was included in the bargain.

Up to that time, the young and coming Mr. Gifford, cheerful, always, and vigorous in action, would have derided the prediction that he was destined to become a statistician.

"What is the situation in California or Maryland?" he would hear one officer inquire of another.

And Billings, having returned from California or Maryland a month or so previously, would be sent for and cross-examined. At best the information of Billings was no more than hearsay or his own superficial observations.

What was needed, Gifford understood, was facts so condensed that they could be apprehended at a glance. He made tables, charts and curves, telling everything about the telephone business in all parts of the United States, and printed them in a booklet that could be carried in President Vail's coat pocket.

The clerk or two with whom he started, increased to a hundred and Walter S. Gifford, to his amazement, became about the best business statistician in the United States. Carty, therefore, took no risks when he sent Gifford to eat breakfast with Coffin.

The Council of National Defense met the first time on December 6, 1916. Gifford was present. His work on the inventory of the twenty-seven thousand industrial establishments and in other directions had, as Coffin said, made his services to the nation indispensable.

Gifford, married eighteen days before, was furnishing a home for his bride and himself when called to Washington. The salary he receives as the director of the Council is less than the salary paid him by the telephone company. He willingly made the sacrifice. In ninety days, he was promised, he could return to his office in New York. Now at the end of almost six months he discovers that he is enlisted for the war.

"Our work," he said, his gray eyes gleaming with enthusiasm, "is like a jig-saw puzzle. Hundreds of pieces come to us, offers of this and offers of that, and out of them we are making the picture of preparedness.

"If a block doesn't fit to-day, we lay it aside until tomorrow or next week. Not only are we thinking in terms of ships and men, of vast bodies of troops and waving flags, but we are applying all of our energies to the coordination of the sources from which men and flags,

cannon and ammunition, food and clothing originate."

Gifford said that "a soldier can be trained in months but it takes years to develop a mechanic." Then he added: "England made the mistake of sending her skilled mechanics to the front, where they were killed."

"In this office," he said, pointing upward and downward to the three floors of the largest business building in Washington that are occupied by the Council of National Defense, "we are enlisting the manufacturing, transportation, mining and scientific volunteers who are coming to the colors from every direction.

"After their enlistment, they are assigned, I might say, to regiments, brigades and divisions. Each industry is organized on national instead of state lines, with small committees of, say, three men, to represent it before the Council of National Defense.

"There is no confusion under such an arrangement. All of the shoe manufacturers, through their committee, can tell us clearly and briefly what they can do for our armies in the field and for the great body of inhabitants that remain at home.

"Twenty thousand physicians and surgeons have been brought into relation with the Council. Inventories have been made of hundreds of hospitals. Courses in military medicine have been established in fifty schools and colleges. Dr. Martin and a committee, in the meantime are engaged in standardizing surgical instruments and supplies.

"Now, the Council itself could not undertake to perform such work. It would be swamped with details, if it tried to do so. The Council, however, can broadly outline the needs of the nation, organize the factories and all other industries and bring them into cooperation with one another."

Already the Council of National Defense has saved the government many millions of dollars in the purchase of copper, steel, spelter and lead. Manufacturers have patriotically cut their prices, in some instances by one-half, and the business scandals of other wars, in this country and abroad, will not be repeated during the coming battles with Germany, be they few or many.

Six members of the Cabinet and their seven civilian counselors are mobilizing the war materials of the nation. The practical work, however, is being done by Gifford. He is modest, as well as buoyant and magnetic, and would refuse all credit for any of the work that so far has been accomplished.

Once, as the story is related in New York, he went to Theodore N. Vail, who is brought out of retirement every time the Bell corporation gets into difficulties.

"I have an idea,"

Gifford said, and proceeded to explain it. On his departure he stopped at the door.

"I don't know," he told Mr. Vail, "whether that idea is original or not, I can't tell whether it came into my mind or if I heard it from some one else."

"No matter," Mr. Vail replied, "Put it on paper and send it to me. I'll claim it myself."



OUR CONGRESSIONAL RECORD

IN the early part of April a searchlight illumined the dome of the Capitol at Washington, and against the night sky its majesty became more than ordinarily impressive. Underneath the dome, against the background of the great world war, the minds of America's chosen representatives were being sifted out in the light of America's mission in the world. Hitherto she had acknowledged responsibility for herself and her sister Republics in the West. Would she rise to the emergency of world democracy?

Fifty-six out of 531 Senators and Representatives in Congress voted against it. This ninth was almost as vocal in opposing the war resolution as the other eight-ninths in supporting it. When it came to financing the war, however, Congress was unanimous. The military preparation for war is the other important measure that was before Congress in April. The majorities on all these measures indicate that America is in a fair way to overcome the mental unpreparedness that clogged her entrance into the war and the material unpreparedness that will hamper her performance for some time to come.

WE live in heroic times. Dynasties that have stood for centuries crash to their fall—and receive less notice in the news than the opening games of the baseball season. More men are lost in a skirmish in Europe than fell in Civil War battles that are known to every school-boy.

Perhaps the most important of all the events that have reared themselves above the troubled times was the declaration of war by the United States of America against Germany. Certainly it was the most important to the two American Continents.

On April 4 the Senate passed the resolution declaring war and two days later the house concurred by an overwhelming majority. The signature of President Wilson followed, placing all the strength we possess on the side of the Allies. Such colossal matters act as touchstones to prove the hearts of men and measure their intellects.

Some of the recent experiences in Senate and House will be exalted by historians to their rightful place beside those of Lincoln and Patrick Henry. Others will be handed down to the children of our children from a far different motive—perhaps as an appendix to the famous notes of Flaubert which so mercilessly arraign the miscarriages of human logic.

MR. LONGWORTH, OF OHIO. Mr. Chairman, if we are to take part in this gigantic conflict we ought to take a man's part. If we are to make war, let us make war with what energy and efficiency we may. To make war feebly in this crisis would be nothing short of folly. America, gentlemen, is not responsible for the situation we are facing. God knows we have been patient but always the time may come when patience ceases to be a virtue and that time is now. The one recourse that we have is to pass this resolution unamended.

We accept the responsibility and we accept it with no ambition or desire except to preserve the rights of the people of the United States and to uphold Christian civilization. Mr. Chairman, I am ready to vote.

MR. FLOOD, OF VIRGINIA. We are going to war with Germany for murdering American citizens who were sailing on the high seas under the American flag, and who have the right to expect the American nation to protect them; for murdering American citizens in violation of the laws of God and man, in violation of Germany's treaties and its promises.

MR. SHERWOOD, OF OHIO.—Who are backing this powerful

High Lights "in Congress Assembled" as America Enters the World War—How It Depressed Some—And Invigorated Others—Suggestions of Easy Ways Out—Being in, Are We To Play a Man's Part?—Strings to the Loan—Shall We Pay as We Go, or Give the Coming Generation a Chance To Participate?

movement for war? Let me state the report of the Du Pont Co., one of the manufacturers of explosives, shows gross receipts for 1916 of \$318,345,655, and net earnings of \$82,107,603. The company paid 100 per cent dividends on common stock and is constructing new plants to cost \$60,000,000—getting ready for more war. The Bethlehem Steel Co. recently announced that it had placed \$37,500,000 of foreign short-term notes as security for increased capital stock. New York and London financial interests are becoming identical. They are getting

ready for more war, more human killings, for more bloody dollars. **MR. RAINEY, OF ILLINOIS.**—We are to-day the richest, the most powerful nation the world has ever seen; we are to-day the greatest exporting nation in all the world. In the temples of the Omnipotent the clock of the centuries has struck the hour. This night we throw aside the grave clothes of our isolation and take our proper place among the nations of the world.

We fight for our rights upon the seas. We fight the battle for civilization, for humanity, for free Governments in central Europe and against the tyranny of the Hohenzollerns which has come down to us from the darkness, the murder, and the bloodshed of the Middle Ages and which has no place in this new century. We do not enter this war for territorial aggrandizement or for money indemnities. We enter this war for the purpose of keeping the lights of civilization burning brightly on the ocean highways of the world, for the purpose of keeping the nations of the world from slipping back into the darkness of the Middle Ages.

MR. HARDING, OF OHIO.—I want especially to say, Mr. President, that I am not voting for war in the name of democracy. It is my deliberate judgment that it is none of our business what type of government an nation on this earth may choose to have; and one can not be entirely just unless he makes the admission in this trying hour that the German people evidently are pretty well satisfied with their Government, because I could not ask a better thing for this popular Government of the United States of America than the same loyal devotion that the German gives to his Government.

I want it known to the people of my state and to the Nation that I am voting for war to-night for the maintenance of just American rights, which is the first essential to the preservation of the soul of this Republic.

MR. SLAYDEN, OF TEXAS.—That it will make an end of the Monroe doctrine seems very clear to me. How can we claim and exercise the right to hold colonies in Asia? How can we claim and exercise the right to interfere in the political affairs of Europe and consistently deny the right of European countries to have a part in the settlement of American questions? I do not believe that we can hold so illogical and selfish a position, and so I look upon this entrance into the great world war as the passing of the Monroe Doctrine. Being an American and sincerely loving my country and its representative, democratic government, I shall hope and try to believe that it is all for the best. I shall try to comfort myself with the thought that whatever additional perils we are bringing to America may be compensated in the development of a world-wide democracy. With that done wars will almost cease, for they are made by and for kings and the people can be trusted not to condemn themselves to destruction.

MR. REED, OF MISSOURI.—Sir, this war is not being waged over dollars. It is not being waged over commerce. It is not being waged over profits and losses. It is a war for the maintenance of the sovereign rights of the American Republic and for the preservation of American dignity in the councils of the nations of the earth.

MR. NORRIS, OF NEBRASKA.—There is no doubt in my mind but the enormous amount of money loaned to the Allies in this country has been instrumental in bringing about a public sentiment in favor of our country taking a course that would make every bond worth a hundred cents on the dollar and making the repayment of every debt certain and sure. Through this instrumentality and also through the instrumentality of others who have not only made millions out of the war in the manufacture of munitions, etc.

and who would expect to make millions more if our country can be drawn into the catastrophe, a large number of the great newspapers and news agencies of the country have been controlled and enlisted in the greatest propaganda that the world has ever known, to manufacture sentiment in favor of war. It is now demanded that the American citizens shall be used as insurance policies to guarantee the safe delivery of munitions of war to belligerent nations. The enormous profits of munition manufacturers, stockbrokers and bond dealers must be still further increased by our entrance into the war. This has brought us to the present moment, when Congress, urged by the President and backed by the artificial sentiment, is about to declare war and engulf our country in the greatest holocaust that the world has ever known.

MR. LA FOLLETTE, OF WASHINGTON.—The President of the United States in his message of the 2d of April said that the European war was brought on by Germany's rulers without the sanction or will of the people. For God's sake, what are we doing now? Does the President of the United States feel that the will of the American people is being consulted in regard to this declaration of war? The people of Germany surely had as much consideration as he has given the people of the United States. He has heard the cry of the Shylocks calling for their pound of flesh; later on he will hear the cry of Rachel weeping for her children and mourning because they are not sacrificed to make good the pound of flesh in the name of liberty. The exclamation "O Liberty! Liberty! how many crimes are committed in thy name!" was well made.

Ours is the greatest nation on the face of the globe. We have had a chance, if we had maintained a strict neutrality, to have healed the wounds of the oppressed and to have upheld the tenets of the highest civilization throughout the world. But, not we are asked to go into partnership with the country that has never allowed justice and right to have any weight with her when conquest and gold were placed in the balance.

MR. WILLIAMS, OF MISSISSIPPI.—Mr. President, I desire to ask the Senator [MR. NORRIS] a question for historical information. Of course, the Senator thinks that Senators have insinuated things against him, but he does not think he has insinuated anything against us when he has charged that we have been influenced by dollars and wealth in what we are about to do. But the question I want to ask the Senator for historical information is this: He has carefully and solicitously coupled England with Germany in connection with the murder of American citizens. Now, historically speaking, I have no recollection of any American who has lost his life by the act of Great Britain—that is, by the direction of the Government of Great Britain, at any rate—while those American citizens who have lost their lives by the action of Germany have lost them by the direction of the government of Germany. When and where has such a thing occurred, and what is the name of any American citizen that England has murdered?

MR. NORRIS.—Let me answer the question. Mr. President, in the first place, there might be some ground for argument, but I am not going to contradict the Senator that when a life is lost by a submarine it is the act of a government, and that the government commands it. A government, of course, is responsible for all the acts of its commanders, whether it has issued a direct command or not.

Comparative Atrocities.—MR. WILLIAMS.—If the Senator will pardon me one moment right there, does the Senator deny that the German Government issued orders to its officers of submarines to kill and sink without warning even American ships in that zone?

MR. NORRIS.—I do not deny that; I do not deny that they do it but I condemn it. Now, the Senator must realize that when a government places a submerged mine in the open sea and a ship is destroyed by running against that mine in the open sea, then it is the act of the government.

MR. WILLIAMS.—Well, what American citizen has lost his life in that way?

MR. NORRIS.—There were two American ships—

MR. WILLIAMS.—I have never heard of them.

MR. NORRIS.—I do not know but that there were more, but I remember the *Carib* and the *Erelyn*, both sunk in the North Sea, both American ships, both sunk by English submerged mines, and on both of which American citizens lost their lives.

MR. JAMES.—How does the Senator know that?

MR. WILLIAMS.—Yes; how does the Senator know that? I never heard of it.

MR. NORRIS.—I will tell the Senators how I know that. If they will read the minority report, they will get some evidence which they will probably respect more than my word. I refer to the minority report of the Foreign Relations Committee of the House in the last Congress on the so-called armed neutrality bill. They will find a report made there by MR. SHACKLEFORD, of Missouri.

MR. WILLIAMS.—I know that statement was made, and I know that the Senator is repeating it now, but what I am doing is challenging the statement.

MR. NORRIS.—Does the Senator deny it?

MR. WILLIAMS.—Absolutely.

MR. NORRIS.—The Senator, I think, is entirely wrong.

MR. WILLIAMS.—The Senator has no proof of it.

MR. NORRIS.—I read it in the paper at the time it was done.

MR. JAMES.—Oh, Lord!

THE right is more precious than peace, and we shall fight for the things we have always carried nearest our hearts.

PRESIDENT WILSON.

MR. KITCHIN, OF NORTH CAROLINA.—Are we quite sure that in a war with Germany or Japan, if our fleet was bottled up, helpless, and our ships of commerce has been swept from the seas, all our ports closed by the enemy's fleet, imports of fuel and food and clothing for our people and ammunition for our soldiers were denied with our very life trembling in the balance, we would not, in the last struggle for existence, strike our enemy with the only weapon of the sea remaining and in a manner violative of the international law? Would one contend that under the circumstances our submarine commanders should permit the landing at the ports of the enemy arms and ammunition with which to shoot down our brave American boys when they had it in their power to prevent it? Would we demand of our submarine commanders that they give the benefit of the doubt to questions of international law rather than to the safety of our country and the lives of our own soldiers?

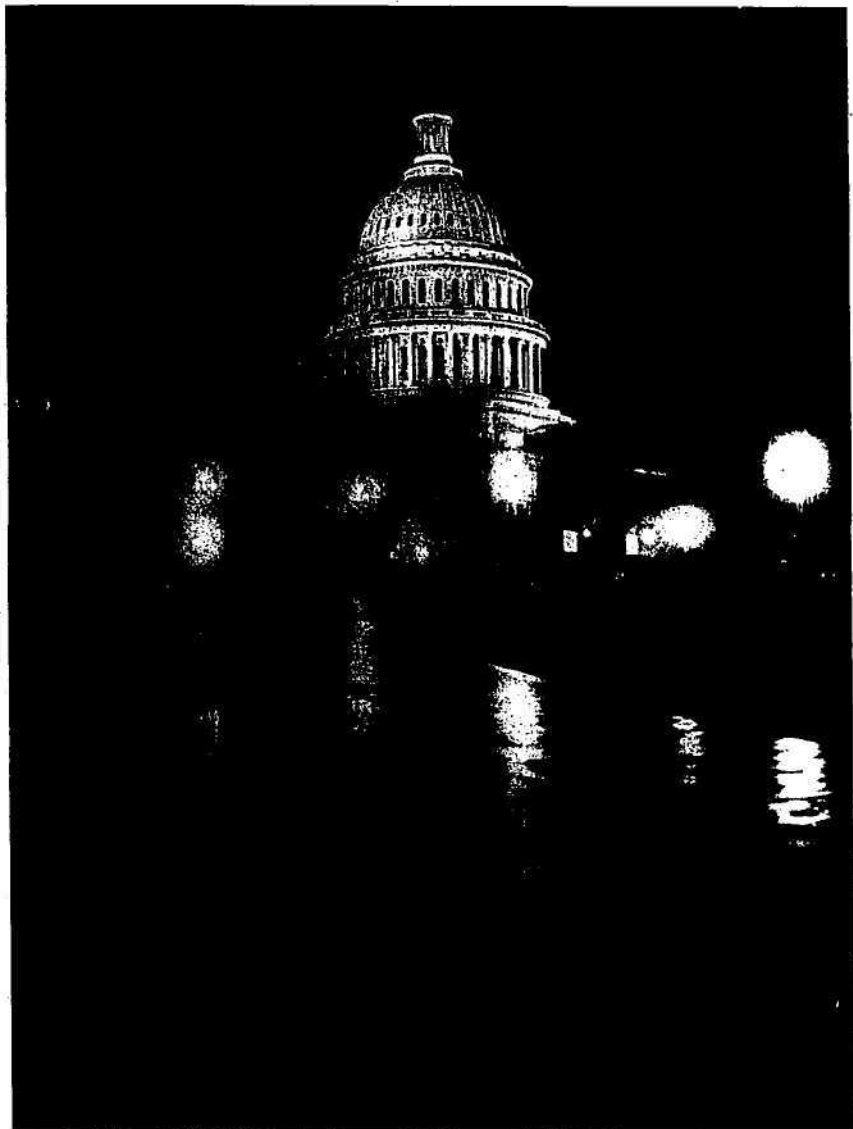
MR. LA FOLLETTE, OF WASHINGTON.—Mr. Chairman, the President of the United States in his message to Congress intimated that Germany had maintained a spy system in the United States, even to the extent of having spies in some of our departments. Mr. Chairman, that declaration was made no doubt for what it was worth, as far as affecting the judgment of Congress was concerned, but it was really meant for the consumption of the people at large, who are mostly unaware that the State Department of the United States Government has a secret fund for paying our own secret spies throughout the world; maintained in time of peace as well as in war time. Are our boys to be sent to punish Germany for doing that which, to some extent at least, we practice ourselves?

MR. WILLIAMS, OF MISSISSIPPI.—Now, a little bit more common sense, Mr. President. The Senator from Wisconsin spent a whole lot of time talking about the violations of the rights of neutrality by Great Britain, and he labored in extenso in trying to establish an identity of purpose and an identity of act between the violations by Great Britain and the violations by Germany of our neutral rights. He proved thereby the paragraph in a funny paper which said, not long ago, that he did not know the difference between a prize court and a torpedo.

Others Pointed Out Great Britain has murdered none of our citizens and children. Great Britain has seized our merchandise and carried it into port and had its court sit upon it, to adjudicate whether or not it was subject to confiscation. She has gone further than any nation ever went before, because when she seized our cotton and our wheat to keep them from going to the enemy she has paid for them at the market price.

MR. HUSTINGS, OF WISCONSIN.—To those who ask what the difference in offenses is, I answer that it is the difference between men and money—the difference between that of life and property. That tells the story. Great Britain says: "We shall stop and seize your ships entering the blockade zone." Germany says: "Here is a dead line. If you cross that line we will kill your people; we will sink your ships; we will destroy your cargoes and your mails. This is the line over which you can not pass and live." Now, not only has Germany said that but she has made good her threat over and over again.

Now, it is said that we have permitted Great Britain to sow



PHOTOGRAPHED ESPECIALLY FOR THE NATION'S BUSINESS BY E. T. CHAPMAN

THOSE valiant statesmen who thundered in ponderous oratory for a voluntary army would have been silenced if the walls about them had tongues. The Capitol has personal knowledge of such a system's shortcomings. It was burned in 1814 when a force of 5,401 militia and volunteers fled before 1,500 British, leaving Washington without protection. The American losses were eight killed and eleven wounded. An innocent comment on the size of the victorious army is found in an old chronicle which says that after placing the torches where they would do the most harm, "the British army marched up Pennsylvania Avenue, took possession of Mrs. Suter's lodging house and ordered supper."

mines in the sea, and that there is no difference in principle between laying the mines and the torpedoing of a vessel by a submarine without warning. In addition to her other offenses, let me point out right here that it was Germany who first sowed the mines.

On August 7, 1914, three days after the war began, Germany notified all neutral countries that the trade routes to English ports would be closed by mines.

It has been argued here this evening that Great Britain established mine fields and that we did not make formal protest against it, and having made no formal protest against it, it is contended that we lost our status as a neutral nation. Let me say, in answer to this, first, that the German Government itself never made that argument against us. She recognized our status as a neutral for two years thereafter because it is only recently that diplomatic relations have been severed, and then severed, not by Germany, but by us. It would seem difficult, therefore, to understand why any of us should question our neutrality when Germany herself never questioned it.

MR. LA FOLLETTE, OF WASHINGTON.—Mr. Speaker, I think we can help England greatly, if she so desires and the American Congress is willing to make the venture, by buying from His Majesty's Government his North American possessions. We can afford to pay him a good price; I care not how high the Congress cares to go, if at all in reason. We can afford to go high. In that way we can punish Germany's warfare on us through the submarines and not put our boys into war for a quarrel not ours. For God's sake, let us pause before it is too late. If we will furnish England gold for her North American possessions, that she can pay her way with, she can recruit her armies from her own dependencies with which to fight her battles as she needs them.

Some Suggested Easier Ways Out of the Difficulty than Old-fashioned Fighting
We can defer delivery of Canada until five years after the date of the consummation of the deal, not depriving England of its assistance during her present struggle, thus securing to her the sinews of war.

MR. CURRIE, OF CALIFORNIA.—I will give you a humane plan in which we can participate in this war, a plan which will not cost a life, a drop of blood, nor cause a tear to flow, save tears of gratitude and joy—that will not produce a moan, a sigh, a wrinkled face or broken heart.

This war will doubtless cost the United States at least \$20,000,000,000. Let us dedicate five billions of this sum to humanity's cause, and with it relieve suffering instead of using it in a way that will produce more. Let us send \$100,000,000 worth of food and clothing a year to each of the belligerent governments, to the allies and the central powers alike, a gift to the little children whose fathers and brothers are fighting in the war. Five billions used in this manner would last more than three years, probably to the end of the war. If so, we will save \$15,000,000,000 to our own Government by the plan. Let us print, in their native tongues, on each package and garment sent the words: "The heart of America is bleeding for you."

Let each garment and food package also show the picture of a beautiful American flag, so that when the little fellows rise from their beds each morning they will clothe themselves with at least one garment, a token of kindness from far away America, and when they eat their breakfasts they will see our flag. . . . When the children of Europe are grown to be men, if some kaiser or war god should marshal his armies on the field of battle against us the then warriors, being the children whom we now feed and clothe, when they saw that flag planted on the ramparts of the enemy, would remember that they first saw it on their little jackets or food parcels sent them by a kind-hearted people across the sea when fatherless and friendless, too sad even to cry, as in bewilderment and desolation they sat alone. Do you think such an army would fire on that flag? No!

MR. KEATING, OF COLORADO.—When Congress declares war it does not mean that Congressmen are ordered to the front. Congress has declared war heretofore, but the recruiting offices of this country have not been uncomfortably crowded with Senators and Representatives who wanted to enlist. . . . We have here the Speaker of this House. His son is the parliamentarian of the House and he stands at his father's right hand.

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I want to ask the great Missourian if this cause is such a sacred cause that he would give that son to his country and say to him, "Go into the trenches of France." The man who is not willing to place his hand on

his heart and say that he is willing to give a life which is more precious to him than his own in this cause should not vote to send other men's sons to the European battlefields.

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But the right is more precious than peace, and we shall fight for the things we have always carried nearest our hearts—for democracy, for the right of those who submit to authority to have a voice in their own governments, for the right and liberty of small nations, for a universal dominion of right by a concert of free peoples as shall bring peace and safety to all nations and make the world itself at last free.

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Nor is this all, Mr. President. While we are recognizing that we are putting \$7,000,000,000 into this battle, we must not fail to recognize that we are not as yet putting in a single one of our American soldiers, while blood is being poured out by our allies in unstinted measure. Even during the winter months of February

IF we are to take part in this gigantic conflict it ought to be a man's part. If we are to make war, let us make war with what energy and efficiency we may. To make war feebly in this crisis would be nothing short of folly.

MR. LONGWORTH, OF OHIO

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Our
Share
of the
Cost
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Two
Suggestions:
a String
to the
Loan
and the
Conscription
of Wealth

Mr. KITCHIN, OF NORTH CAROLINA.—I will say to the gentleman that if we are going in wholeheartedly to cooperate with the allies in war against Germany, I would not be in favor of qualifying or of limiting their right to expend that money in any way they see fit.

Mr. RAMSMEYER, OF IOWA.—There are two very important essentials of war—men and money. We have the men. If they do not volunteer in sufficient numbers the Government will resort to conscription. There will be no waiting on the next generation to furnish the men to fight this war. We also have the money to pay for this war as it progresses. Why should not money volunteer as well as men? And if money does not volunteer in sufficient quantity, why not conscript money to keep up a well-filled Treasury as well as men to keep the ranks filled up? If the nation has the right to take the lives of common men, it also has the right to take the dollars of the rich in time of war.

Mr. FORNEY, OF MICHIGAN.—As has been said here, no authorization for the raising of such an immense sum of money has ever been presented in any legislative body in the world before, and it is my purpose to attempt to show to the gentlemen of this House just what this measure means to the American people in the way of taxes. We should understand that, and we should proceed with our eyes open, realizing fully the obligations we are imposing on the people. Prior to the last session of Congress the national debt of this country was \$973,000,000. There were outstanding prior to last December \$682,284,000 of Government bonds bearing interest at 2 per cent. There were \$10,039,000 in round numbers of bonds bearing interest at 2½ per cent per annum. There were outstanding \$162,542,000 bearing a rate of interest at 3 per cent per annum, and \$118,489,000 of Government bonds with interest at 4 per cent per annum.

The total interest-bearing debt of this Nation then required about \$23,512,000 annual interest to be paid by our people. Our public debt at that time amounted to \$9.73 per capita, based on a population of 100,000,000 people.

The authorization of the bond issue at the last session of Congress (together with the Panama bonds then undisposed of—\$240,000,000) increased the interest-bearing debt of the people \$7.90 per capita. The bonded indebtedness proposed in this bill will place upon the people an additional debt of \$70 per capita, or a total of \$87.63 per capita, the interest upon which indebtedness must be paid annually by the American people at the rate of interest provided for, if the bonds authorized by this bill are issued.

It is my belief, and it has been my aim, that the expenses of this great war in which we are about to engage should not be imposed upon the people within the next 12 months; that a great portion of it should be spread over the future; that the future generations that may enjoy the maintenance of this Government by the efforts of men living to-day should pay their share, or a fair portion of that money.

Mr. SHERLEY, OF KENTUCKY.—The one fatal mistake that was made by the Government in the Civil War was the delay—

a delay which grew out of a distrust of the people which was not warranted by the fact—in the imposing of heavy taxation in order to gradually increase the income of the Government; and it was only after we had been at war for several years that the Federal Government began to raise anything like the proportion it should have raised by taxation of the funds necessary to carry on that war. We ought to determine that immediately upon the passage of this bill authorizing this great bond issue there shall follow it a taxation measure sufficient to raise a great proportion of the expense of conducting the war in the months that are to follow.

Mr. LA FOLLETTE, OF WASHINGTON.—Mr. Chairman, I agree fully with the gentleman's premises that the object here is to assist the allies, and I want to ask him if the committee has thought of any other way than buying the bonds of the allies by which we could help them and probably assist them to get the money more readily even than they will in this way? I think that if the United States Government would make the proposition to the Imperial Government of Great Britain to buy their North American possessions, paying therefore \$10,000,000,000 and issuing therefor our bonds, would that not be a wise proposition? They can sell those bonds, backed by that security in addition to the other wealth of the United States Government, much above par, and they can get all the money they need to finance their Government and we are not taking any doubtful risks whatever. Besides, we can help to democratize Canada.

Mr. KITCHIN, OF NORTH CAROLINA.—I would say to the gentleman that that raises such a big question that really the Committee on Ways and Means had not reached that. We had not thought about that.

Mr. LA FOLLETTE.—If the gentleman will indulge me again.

Mr. KITCHIN.—I will think about it hereafter, I will say to the gentleman.

Mr. LA FOLLETTE.—Oh, well, as to buying foreign possessions we have recently paid \$25,000,000 for a little bunch of islands down here in the West Indies, and I tell you that Canada, compared with it, even at \$10,000,000,000 or \$20,000,000,000 would be an excellent investment, and we had better pay to Great Britain enough money to finance their war if it should last for even to years, and more than that, if, thereby they could with the money get relays of men from their own possessions and train them and not ask us to send our boys into the trenches of Europe for a cause not really ours.

Mr. TOWNER, OF IOWA.—Just one more question. Does not the gentleman believe that when we are to give this money for the prosecution of this war, understanding it shall be used by the nations in the prosecution of the war, that at least we should say in this bill that that money should be loaned to them for that purpose and none other?

Mr. FORNEY, OF MICHIGAN.—It is very possible that that would be best, but I do not think so. I thought the language was broad, and yet specific after all, as to the intention of the administration as to what use ought to be made of this money.

Mr. GARDNER, OF MASSACHUSETTS.—Would it not be a very good purpose to put some of this money to, if cases should arise, to loan it to Turkey, for instance, on condition that they should get out of the war?

Mr. FORNEY.—Oh, my good friend, I would be ready to vote for a very reasonable appropriation to be given the Kaiser if he would bid away to the woods and stop this awful war.

Mr. FORNEY, OF MICHIGAN.—The Postmaster General's report a few years ago showed that the great magazines of this country were carried in our mails, one class a thousand miles from the point of mailing to the point of delivery, and another class about 1,100 or 1,150 miles, and the great metropolitan newspapers were carried a distance of 300 miles from the point of publication and on that class of mail matter the Government received 1½ cents a pound in postage, and the cost to this Government was 9½ cents, a loss of 8 cents to the Government on every pound mailed. During that year there was a profit in the postal receipts of more than \$53,000,000 on first-mail matter and a loss to the Government of some \$64,000,000 on second and third-class mail matter.

Gentlemen, I favor putting an equitable and just rate of tax upon the newspapers that have done more through their columns to bring on this war than any other one power in the country. There is little that the Congress of the United States could have done to benefit the great metropolitan newspapers and the magazines to yield them more income than to declare war, and why should they not pay a just and equitable rate of postage to help out this great tax upon the people.

THIS war will doubtless cost the United States at least \$20,000,000,000. * * * Let us [instead] send \$100,000,000 worth of food and clothing a year to each of the belligerent governments, to the Allies and the Central Powers alike.

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Two More
Suggestions:
To Buy
Canada
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MR. RAMSMEYER, OF IOWA.—There are two very important essentials of war—men and money. We have the men. If they do not volunteer in sufficient numbers the Government will resort to conscription. There will be no waiting on the next generation to furnish the men to fight this war. We also have the money to pay for this war as it progresses. Why should not money volunteer as well as men? And if money does not volunteer in sufficient quantity, why not conscript money to keep up a well-filled Treasury as well as men to keep the ranks filled up? If the nation has the right to take the lives of common men, it also has the right to take the dollars of the rich in time of war.

MR. FORDNEY, OF MICHIGAN.—As has been said here, no authorization for the raising of such an immense sum of money has ever been presented in any legislative body in the world before, and it is my purpose to attempt to show to the gentlemen of this House just what this measure means to the American people in the way of taxes. We should understand that, and we should proceed with our eyes open, realizing fully the obligations we are imposing on the people. Prior to the last session of Congress the national debt of this country was \$973,000,000. There were outstanding prior to last December \$682,284,000 of Government bonds bearing interest at 2 per cent. There were \$10,039,000 in round numbers of bonds bearing interest at 2½ per cent per annum. There were outstanding \$162,542,000 bearing a rate of interest at 3 per cent per annum, and \$118,489,000 of Government bonds with interest at 4 per cent per annum.

The total interest-bearing debt of this Nation then required about \$23,512,000 annual interest to be paid by our people. Our public debt at that time amounted to \$7.73 per capita, based on a population of 100,000,000 people.

The authorization of the bond issue at the last session of Congress (together with the Panama bonds then undisposed of—\$240,000,000) increased the interest-bearing debt of the people \$7.90 per capita. The bonded indebtedness proposed in this bill will place upon the people an additional debt of \$70 per capita, or a total of \$87.63 per capita, the interest upon which indebtedness must be paid annually by the American people at the rate of interest provided for, if the bonds authorized by this bill are issued.

It is my belief, and it has been my aim, that the expenses of this great war in which we are about to engage should not be imposed upon the people within the next 12 months; that a great portion of it should be spread over the future; that the future generations that may enjoy the maintenance of this Government by the efforts of men living to-day should pay their share, or a fair portion of that money.

MR. SHERLEY, OF KENTUCKY.—The one fatal mistake that was made by the Government in the Civil War was the delay—

a delay which grew out of a distrust of the people which was not warranted by the fact—in the imposing of heavy taxation in order to gradually increase the income of the Government; and it was only after we had been at war for several years that the Federal Government began to raise anything like the proportion it should have raised by taxation of the funds necessary to carry on that war. We ought to determine that immediately upon the passage of this bill authorizing this great bond issue there shall follow it a taxation measure sufficient to raise a great proportion of the expense of conducting the war in the months that are to follow.

MR. LA FOLLETTE, OF WASHINGTON.—Mr. Chairman, I agree fully with the gentleman's premises that the object here is to assist the allies, and I want to ask him if the committee has thought of any other way than buying the bonds of the allies by which we could help them and probably assist them to get the money more readily even than they will in this way? I think that if the United States Government would make the proposition to the Imperial Government of Great Britain to buy their North American possessions, paying therefor \$10,000,000,000 and issuing therefor our bonds, would that not be a wise proposition? They can sell those bonds, backed by that security in addition to the other wealth of the United States Government, much above par, and they can get all the money they need to finance their Government and we are not taking any doubtful risks whatever. Besides, we can help to democratize Canada.

MR. KITCHIN, OF NORTH CAROLINA.—I would say to the gentleman that that raises such a big question that really the Committee on Ways and Means had not reached that. We had not thought about that.

MR. LA FOLLETTE.—If the gentleman will indulge me again. Mr. KITCHIN.—I will think about it hereafter. I will say to the gentleman.

MR. LA FOLLETTE.—Oh, well, as to buying foreign possessions, we have recently paid \$25,000,000 for a little bunch of islands down here in the West Indies, and I tell you that Canada, compared with it, even at \$10,000,000,000 or \$20,000,000,000 would be an excellent investment, and we had better pay to Great Britain enough money to finance their war if it should last for even to years, and more than that, if it thereby they could with the money get rid of men from their own possessions and train them and not boys into the trenches of Europe for a cause not really ours.

MR. TOWNER, OF IOWA.—Just one more question. Does not the gentleman believe that when we give this money for the prosecution of this war, understanding it shall be used by the nations in the prosecution of the war, that at least we should say in this bill that that money should be loaned to them for that purpose and none other?

MR. FORDNEY, OF MICHIGAN.—It is very possible that would be best, but I do not think so. I thought the language was broad, and yet specific, after all, as to the intention of the administration as to what use ought to be made of this money. Mr. GARDNER, OF MASSACHUSETTS.—Would it not be a very good purpose to put some of this money to, if cases should arise, to loan it to Turkey, for instance, on condition that they should get out of the war?

MR. FORDNEY.—Oh, my good friend, I would be ready to vote for a very reasonable appropriation to be given the Kaiser if he would hie away to the woods and stop this awful war.

MR. FORDNEY, OF MICHIGAN.—The Postmaster General's report a few years ago showed that the great magazines of this country were carried in our mails, one class a thousand miles from the point of mailing to the point of delivery, and another class about 1,100 or 1,150 miles, and the great metropolitan newspapers were carried a distance of 300 miles from the point of publication and on that class of mail matter the Government received 1½ cents a pound in postage, and the cost to this Government was 9½ cents, a loss of 8 cents to the Government on every pound mailed. During that year there was a profit in the postal receipts of more than \$53,000,000 on first-mail matter and a loss to the Government of some \$64,000,000 on second and third-class mail matter.

Gentlemen, I favor putting an equitable and just rate of tax upon the newspapers that have done more through their columns to bring on this war than any other one power in the country. There is little that the Congress of the United States could have done to benefit the great metropolitan newspapers and the magazines to yield them more income than to declare war, and why should they not pay a just and equitable rate of postage to help out this great tax upon the people.

CONCERNING CATTLE

An Appreciation of the Patient Cow Who Nourishes Man with Her Milk and Gives Her Sturdy Sons that He May Have Boots and Beefsteaks

By JAMES M. BINKLEY

Illustrated by R. L. LAMBDIN

All tangible things, valuable and proper, such things as ships and railroads, bonds and stocks, homes and farms, go away back in their roots to that gentle eyed animal known for ages as the family cow.

Some authorities declare that the first property man owned, aside from his weapons and the pelts he wore on his back, was a cow, which supplied him with milk or with meat. All else belonged to the tribe or clan. When he dressed in skins and armed himself with stone axes, man was a socialist.

"Money" in many languages is derived from the word "cow"—and in some cases cattle were the currency of the ancients. "The earliest coined money known at Rome," says Sir Henry James Sumner Maine, the eminent English jurist and historian, "was stamped with the figure of an ox."

Camels and asses, cattle and goats, single file and in herds, are to be found in the Old Testament. Moses dignified the ox by bringing him into his statutes. Oxen

were not to run at large. A goring ox was to be stoned to death. An ox could not be worked on the Sabbath. The thief who stole an ox had to restore it and give up, as a penalty, five of his own.

"Thou shalt not muzzle an ox when he treadeth out the corn"—the law of Moses in his own language—has been applied to the equities of all the centuries as they relate to workers and employers.

Back of the ox, as he looms in history, is his patient mother, the cow. The cow, ably assisted by goats and sheep, fixed the abode of man in one spot and slowly ended his migrations in search of game. Some day a philosopher-poet, equal to the adventure, will immortalize the cow in eternal verse.

Cows were brought to the West Indies by Columbus on his second voyage. In 1518, cows were left on Sable Island, which is south of Nova Scotia, by the French. The Pilgrim Fathers, landing at Plymouth in 1620, owned cows and pigs three years later.

A census of the cattle in the United States was not taken until the year 1840. The count showed 15,000,000 head, or nearly. By 1860, the number had grown to 25,600,000; by 1880, to 36,000,000; by 1890, to 51,400,000; by 1900, to 67,700,000 and by 1910, to 61,800,000. On January 1, this year, as estimated by the Department of Agriculture there were 63,617,000 cattle in the country, of which 22,768,000 were milch cows. One cow in the United States supplies four and a third persons with their milk, butter, cheese and ice-cream.

There were, on the first day of this year, 40,849,000 "other cattle" in the country—meaning calves, steers and bulls. From that number the American people draw their beef, baby beef and veal. Baby beef, the raising of which has become a business of its own, is the meat of calves fattened quickly and slaughtered when they are from twelve to eighteen months old. It brings a high price because it is tender and juicy and many farmers have discovered that it is more profitable to sell a yearling than to keep it and feed it until it develops into a beef animal.

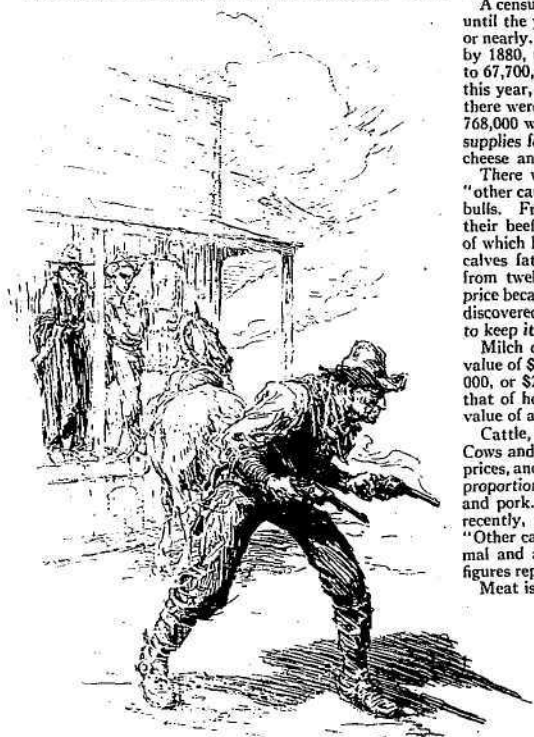
Milch cows, at the beginning of the year, had a farm value of \$1,358,435,000 and "other cattle" of \$1,465,786,000, or \$2,824,221,000 altogether. Their value exceeded that of horses and was much greater than the combined value of all the mules, sheep and swine.

Cattle, therefore, is the leading live stock industry. Cows and calves, steers and bulls are rapidly going up in prices, and yet beef to the consumer has not become so dear proportionately, since Europe went to war, as have mutton and pork. The average value of a milch cow was, until recently, \$59.66, as against \$35.29 seven years ago. "Other cattle" have increased during the same time, animal and animal, from \$19.07 to \$35.88. The foregoing figures represent farm and not stock-yard values.

Meat is slowly approaching the class of rough luxuries.

From 1910 to the year 1917, the value of sheep per head jumped from \$4.12 to \$7.14 and of swine from \$9.17 to \$11.73. Less than half the people in the world eat meat regularly. This country produces more meat and consumes more than any other.

"In 1900," Dr. Alonzo D. Melvin, chief of the bureau of animal industry, Department of Agriculture, said to the writer, "the



average per capita consumption in the United States of beef, mutton and pork, dressed weight, was 181½ pounds. By 1909, the consumption had fallen to 172 pounds.

The per capita consumption, during normal times, is 120 pounds in Great Britain and 112 pounds in Germany. This country, in the last year for which I have the figures, ate 15,450,000,000 pounds of meat, dressed weight.

"On the whole, the consumption of meat is falling off because throughout the world cattle are hardly increasing in number and sheep are actually decreasing. Swine only are showing any growth among meat animals. In most meat countries the number of cattle remains stationary from year to year. In a few, the United States having recently become one of them, the number is increasing. There has been a decrease in Canada.

"Cattle on farms and ranches in the United States number 63,617,000, to which should be added about 2,000,000 kept in towns. The total is, say, 65,000,000. Russia comes next with 52,000,000; Argentina is third, with 29,500,000; Germany fourth (in 1913), with 21,000,000; Austria-Hungary fifth (before the war), with 16,500,000; France sixth (also before the war), with 15,000,000; the United Kingdom seventh (in 1913), with 12,000,000 and Australia eighth, with 11,500,000. The number of cattle on farms and ranches in the United States reached its height about 1907, with 72,534,000 head.

THE census number of cattle declined from 61,800,000 in 1910 to 56,500,000 in 1913. It remained about the same in 1914, but there was a perceptible increase in 1915 and again in 1916. An upward turn has apparently begun. Beef has advanced in price, and naturally, has drawn more farmers into the beef-producing industry.

"There are 2,143,000 more milch cows in the country than seven years ago but 329,000 less 'other cattle'. The increase in beef animals, therefore, has not kept up with the growth of our population. There were 1,000,000 more 'other cattle' in the United States on January 1, 1917, than on January 1, 1916, and 5,000,000 more than on January 1, 1914. The increase in milch cows between 1914 and 1917 was 2,000,000 head.

"War in Europe has created a larger demand for American meats and while our sheep herd has dwindled 1,236,000 head since 1914, the number of our swine has increased 8,520,000 head.

"Working against the expansion of our meat industry," Dr. Melvin went on, "is the enormous loss of animals from diseases and the weather. Since 1900, from 1,100,000 to 1,475,000 cattle have died yearly from disease and since 1889, from about 600,000 to 1,500,000 have annually been lost through exposure."

"Have all the big cattle ranges of the West been cut into small farms and sold?" Dr. Melvin was asked.

"Most of them have but there are still great ranches in the Southwest," he replied. "Charles P. Taft, brother of former President Taft, has a large one in Texas, and the King ranch, almost an empire in extent, is still in existence. But the cattle industry has changed, along with other lines of business. Hardly anything is being done as it used to be. Cattle were once fattened on the rich grasses of the Southwest. Now, Texas calves and yearlings are sold to farmers in the corn belt and prepared for market on grain.

"I know of one Texas company that owns and operates four ranches, each of which contains 100,000 acres of land. Sales of calves and yearlings are made only in carlots. For thirteen years this company has been annually shipping from 5,000 to 8,000 calves and yearlings to Indiana, Illinois, the southwest part of Minnesota, Iowa, Missouri, Kansas, South Dakota and Eastern Nebraska.

"The brothers who own the ranches have been in the cattle business for thirty-four years. Their stock, fifty-two calves and forty-yearlings to the car, is shipped to

farmers who live from 500 to 1,500 miles distant from the ranches. The breeding herd, established in 1882, is of Hereford blood, with a balancing strain of shorthorn.

"Farmers who buy the calves and yearlings finish them on their own corn or with corn that they purchase of their neighbors. Thousands of other farmers in the corn belt raise their own beef animals, keeping, ordinarily, from ten to fifty cows.

"Then cattle are produced in large numbers in what is called the range States. These States are Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington and Wyoming.

Many cattle are also raised on the farms of the Middle West and the East. During recent years the South has become interested in cattle and the industry is rapidly growing in that part of the country. The soil there can produce corn, as well as cotton, and the climate is so mild that stock can remain

in the pasture fields throughout the year.

"The village butcher of forty years ago has been succeeded by the meat merchant, who buys dressed heaves, sheep and swine and cuts them up in his market. He does no slaughtering, which is a decided blessing to the community in which he lives. The ancient slaughter-house was too vile to talk about.

"Several of the smaller American cities have established municipal slaughter-houses, and all meat is inspected by local officers. Meat at large packing centers is inspected by Federal officers because, for the reason that it is shipped all over the country, it is classed as interstate business, and, as such, can be regulated by Congress.

"Municipal slaughter-houses, strictly governed, are needed. They afford a market for meat animals raised in the neighborhood and tend, therefore, to promote agriculture and to increase the supply of beef, mutton and pork. I have visited two such slaughter-houses in Louisiana and Texas and found them excellent."

FABULOUS profits were made in cattle thirty-five years ago. A calf on the free range of the West was made into beef at a cost of from fifty cents to \$1.50. New England sent \$10,000,000 to the cattle country for investment within a single year. Old England sent \$14,000,000. Scotch, French, German and Italian money came over the Atlantic and went into herds grazing on the plains.

A Texas steer, costing \$1.50 to fatten, sold for 6-8-10 cents a pound at Chicago in 1882. In Colorado a man named Webster with \$500 and thirty-five head of cattle, developed his herd and within a few years sold it for \$150,000. F. P. Ernest, also of Colorado, began business with \$1,800. At the end of a decade he had sold \$200,000 worth of cattle and had 36,000 head feeding on free grass, which he valued, along with his other recently created property, at \$850,000.

Two brothers, the Harrolds of Illinois, went to Texas with \$25,000. They disposed of their cattle, horses, etc., at the close of their seventh year in the business and received \$1,250,000. The houses of



The cowboy said, "There is no Sunday west of Newton, and no God west of Pueblo."

ranchers, some of whom were titled Englishmen and Frenchmen, were furnished like castles in Europe.

The boom was built on three trails that led out of Texas to a railroad in Kansas—the Chisholm trail, the Old Shawnee trail and the West Shawnee trail. They were practically roads varying in width from 500 to 2,500 feet; and the hordes of numberless horned steers had hammered their surfaces until they were as solid as cement.

John Chisholm marked out the trail that was given his name. He rode ahead of his north-bound herd, fording the Red River, the Washita and the Arkansas, into Kansas, where he loaded his cattle on railway cars. In 1867, a railroad was built westward from Kansas City. Joseph McCoy started a shipping center for cattle at Abilene.

A man on horseback, McCoy's messenger, went south to spread the news. About 36,000 cattle were driven into Abilene the first year. The number in 1868 was 75,000. In 1869, Abilene sent 160,000 cattle to Kansas City. St. Louis and Chicago and in 1870, more than 350,000.

Chisholm, moving northward, his herd following at the rate of fifteen miles a day and eating of the knee-deep grass through which they were passing, had interviewed McCoy's horseman. Thus on his way to market he tramped down a trail, across prairies, over low hills and around mountains that was easily followed thereafter. The Old Shawnee trail, east of the Chisholm trail ran through Indian reservations. The west Shawnee trail was between the other two.

* Cattle feeding along these trails were fatter when they entered the pens at Abilene than when they started from Texas. More than a million head passed over the three trails in 1871. New shipping points were established at Newton, Dodge City and Ellsworth. At these places and at Abilene, hundreds of cattlemen were quartered. Saloons, dance halls and gambling rooms abounded.

"There is no Sunday west of Newton," the cowboys said, "and no God west of Pueblo."

But unperceived in the sweep of the herds toward Kansas a radical change was occurring. The grass along the trails, for miles back into the country, cropped to the roots, was dying. Besides millions of acres to the north of Texas, composing what was then called the Great American Desert, being cleared of buffalos and Indians, were found to be especially adapted for cheaply preparing beeves for market.

It was then that the mighty flow of money from New England and Old England, from Germany, France and Italy was turned into the West. Range cattle are always hungry. They devoured the grass in the vast semi-arid

region and large owners saw that free grazing would have to be regulated.

About that time wire fencing, spaced with barbs, was invented. Pastures, it was seen could be inclosed. Organized capital began buying land from the government. The Prairie Cattle Company, owned by Americans and Englishmen, purchased 3,000,000 acres. The American Company, organized by Scotchmen, obtained control of 1,500 square miles. The Maxwell Company's range contained 1,400,000 acres.

The little cow man went to the wall, though before his going fences were cut and many murders occurred on the prairies. Cattle raising, however, soon began to decline. Disease and arctic weather made deadly inroads on the

herds. The climax was reached in the winter of 1886-87. Millions of cattle were frozen and starved to death.

Big men in debt were ruined by the hundred. "Cow paper," as their promissory notes were named, was about the most worthless thing on earth. By and by farmers appeared on the desolate scene and turned their plows into the dry and vacant land. The cattle frenzy was at an end, never again to be seen in this country.

Editor's Note: This is the second of a new series on an important phase of the nation's business—live stock. The epic of the sheep appeared in April; the story of swine is being written by Mr. Binkley for June.

Companion series to those of Cotton, Corn, Wheat, Rice, Sugar, Tobacco, they will, we believe, prove as instructive and entertaining to the men and women whose range of vision encompasses what in our everyday

John Chisholm rode into Kansas at the head of his herds

life seems trivial, but in reality is the big business of the nation.

PLAIN LIVING AND HIGH THINKING

THE Supreme Court of the United States apparently believes that plain living should go with its high thinking. When the attorneys of a New York hotel suggested that its orchestral music was not performed for profit, the court rejoined with severity: "The defendant's performances are not eleemosynary. * * * It is true that the music is not the sole object, but neither is the food, which probably could be got cheaper elsewhere. The object is a repast in surroundings that to people having limited powers of conversation, or disliking the rival noise, give a luxurious pleasure not to be had from eating a silent meal." (Docket No. 433, Opinion rendered on January 22, 1917.)

What! Has the Small Town Problem Been Solved?

Here Is One, in the Shape of a Gospel of a Municipal Golden Rule, That Has Become a Fair Promise of Permanent Success

By J. W. F. LAWRENCE

Decorations by CHARLES E. HOWELL

THE slimy trail of the trade feud is no longer to be found in or around Ottawa, Kansas. This does not mean that Ottawa has beat the rest of the country to a millennium, or that you can't see the dust of conflict hovering over the town as you approach it. They still get lots of good, healthy exercise out of their scraps in Ottawa, which they would sadly miss if they ever attained to a state of perfected peace. But what it does mean is that Ottawa, along with a rapidly increasing number of other towns in the Middle West, has awakened to the fact that the Goose that Laid the Golden Egg never was in it, as a prosperity maker, with the Golden Rule.

Trenton, Missouri, claims the credit for starting the idea. No one can blame Trenton for being a little jealous over the fact because it begins to look as if it has begun the gospel through which our smaller towns are to be born again. Ottawa became converted, as did Paola, Iola, Osawatimie, Chanute, Olathe, and many other towns in Kansas and its neighboring states. Each added variations of its own to the general scheme. Our story deals specifically with the Ottawa Idea and what it did for the town that adopted it.

The easiest way to define the thing is to tell what it does! The Idea is being worked out at Ottawa by the Ottawa Chamber of Commerce, which differs from the ordinary Chamber of Commerce in that it recruits its membership not only from the business men of the town but also from the ranks of all the farmers within a radius of twenty miles of Ottawa. The uniting of these two ordinarily more or less hostile elements into a single body, convinced that its members have their vital interests in common and not apart, has made possible certain extraordinary results: It has done away with cut-throat, unintelligent competition among Ottawa merchants; and it has made the interests and opinions of neighboring farmers a dynamic factor in all those questions of town policy that clearly affect farmers. It has made the farmer a citizen of Ottawa in all matters that concern him; it sees to it that he shall be heard, and that his wishes are at all times duly considered. Virtually it has brought the farmers and their land within the city limits; and it has thus shot the population of Ottawa from ten thousand up to twenty thousand. Since the town and the farmer are mutually dependent, the importance of all this is obvious.

The elimination of strife which the idea has effected among the business men is not the result of high flown sentiment but of horse sense; for the Chamber of Commerce is actively educating itself and all Ottawa

to the notion that farmers and business men have interests which are in the long run identical; and that the same is true of the relations of business men among themselves and of farmers among themselves; and that the same thing is to be got together on the basis of that common interest.

Here is an example of the way the thing works out:

One day a storm blew down some telephone poles across a farmer's fence and broke the fence. The farmer complained. The telephone company promptly fixed the poles, but left the fence as it was. The farmer had no money, and in all probability nothing short of an expensive litigation would have helped his case. But he took the matter up with the Chamber of Commerce through the attorney whom the Chamber employs to give advice to farmers who are in legal difficulties. The Chamber crooked a finger in the direction of the telephone company, and the next day the farmer's fence was fixed.

Here is another: The word went forth recently that a certain grocer down the street had failed. C. L. Jones, a merchant, who is one of the most energetic boosters of the Idea in Ottawa, went to the man's store and found it in the hands of a receiver. He went to the man's house and found the family in tears; but the man wasn't there. He sought further, and at last found his man in the back of the store, over in a corner, trying to hold himself together—a wreck of a man. He owed \$3,500 to a local bank; and so far as his ability to pay it back was concerned, it might as well have been a million.

"Sit there," said Jones, "till I get back."

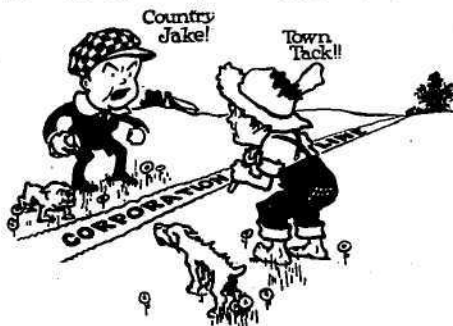
Forthwith he telephoned or sent word to all the business men he could reach. He told them to meet him at once; but he didn't say what for. That was at four o'clock on a Saturday afternoon, about the busiest time of the week; but a hundred of them came—because that's a part of the Idea. He put it up to them; and every man there went down into his pockets. They made up \$3,500 between them, on the understanding that they were advancing the loan at their own risk, and that none of them would expect his money back if the man should again fail in spite of their help. They turned over the money; and thereafter they saw to it that the store got a certain amount of trade from each of them. To-day he has one of the most prosperous groceries in town.

In this connection note two things: first, that the Idea saved Ottawa a business failure—which would have been bad for the town in every way. Secondly, that if anyone in an average town wants to know how easy it is to get a hundred busy merchants to drop work on a Saturday afternoon for no assigned reason, all he needs to do is to go to some town the size of Ottawa and try it.

Now there is nothing new about this notion of the common interest being identical with the interest of the individual. It is the ABC of sound economics. But it has nevertheless failed in many a good town; and it is meet-

ing with varying degrees of success in the other towns which, like Ottawa, are trying it out. One reason why it is succeeding so well in Ottawa is probably to be found in the fact of adequate leadership. That is what most community development generally comes down to.

The work is being done by nine picked men who form



The new idea wiped out the boundary that encouraged enmity between town and country

the executive board of the Chamber of Commerce. They command the confidence of the community; and their word is law simply because success has always followed at their heels like a well-trained hound. In most towns men of that type are "too busy"; but in Ottawa they couldn't give "No" for an answer simply because the town wouldn't stand for it. The right sort of leadership is the best possible insurance against the Ottawa Idea ever becoming a mere anæmic theory in applied economics. Good leadership, combined with the Idea, can make any town right.

One reason why an enterprise like the Ottawa Idea is worth writing about is that it is just as big a thing as the community problem in America. In the main, one town's problem is like that of another; and town after town is, like Ottawa, finding its answer in a common-sense application of the thing that is now making Ottawa over. It hasn't made Ottawa over yet; but if it shall even approximate that result in this and other towns, it would seem that the movement typified in the Ottawa Idea is one of the biggest and most constructive and hopeful things in American life today. Certainly it is spreading in one form or another throughout the American business world.

A business fight in Ottawa has become a process for the equitable adjustment of differences, instead of being a breeding ground for what the Litany tersely summarizes as "envy, hatred, and malice, and all uncharitableness." The new idea in business has reversed the old idea of what the other fellow wants to do. It abides in the faith that the other fellow wants to do right. It is willing to wager the commercial prosperity of the whole country—and ultimately of the whole world—on the notion that the overwhelming majority of men want decency and fair play in business, coming and going and on both sides of the fence.

Jesus Christ laid the foundation of all this two thousand years ago; but the prescription didn't appeal to His short-sighted generation. Since His time the Idea has come thundering down the ages at such a rate that most of mankind have had to do some lively sidestepping to avoid it. Most people have always been more or less afraid of it. It has seemed to offer, not peace but a sword. But modern business has begun to stand four-square in the path and let it come; and when it comes, it makes things over.

The situation of Ottawa is typical of that of many another town that could work the big Idea to a turn. Ottawa is a hump on the otherwise undisturbed surface of some of the finest prairie farm-land in eastern Kansas. It is the hub of a big agricultural wheel. The wheel wouldn't amount to much without its hub; and the hub wouldn't be a hub if it didn't have its wheel. The spokes are good roads that reach out twenty miles in all directions.

In the days before the Idea had begun to work, when Ottawa was merely a town instead of a hub, the farmers used to come in over bad roads—when they had to, cursing

Ottawa, and wishing they were nearer Kansas City. And when they had gotten past the roads and into Ottawa they kept an eye on the merchant while they did business with him; for they had a notion that the problem of getting past was not wholly confined to the process of reaching town. Sometimes the notion was right and sometimes it wasn't; but the suspicion and hostility were there, on both sides,—just as they are in most towns.

Nor was this state of affairs confined to amenities between the farmers and merchants. The merchants, as has already been indicated, watched each other. They devoted time, brains, and money to the problem of walking around each other—which is like trying to raise yourself by your bootstraps. Every man had his knife out, not

so much because he wanted to hurt anyone as because he was afraid someone would hurt him. And so it was that he watched the suspicious farmer with one eye, and his "loathed but esteemed contemporary" with the other, and picked up his living on the side when there was a chance.

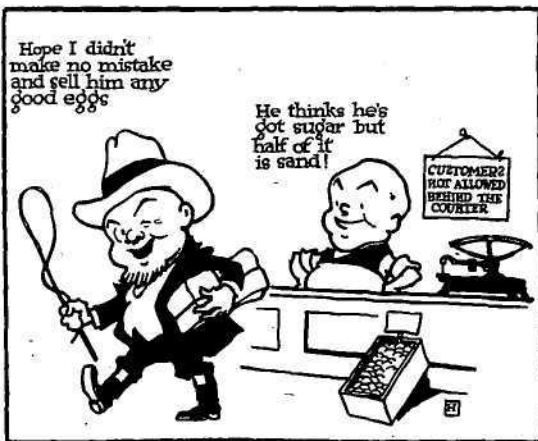
If John Jones got into a trade war with his rival across the street, they had it out, conducted a first-class business feud, didn't speak for years when they met on the street, and undersold each other and depressed prices on their goods till neither they nor anyone else in the

same business in the town could make a decent profit. And if in the end, Jones got pushed off the commercial map, "So much the better," said the onlookers; "those of us who are left will have more."

Such a theory is exactly as false and short-sighted as was the fear that labor first had of machinery. One machine would do the work of ten men. Ergo, the other nine would be thrown out of work. Of course the fact is that production was so cheapened and increased that demand multiplied; so that instead of the other nine men being called back, hundreds, thousands even, hardly sufficed. It was a kind of economic miracle of loaves and fishes. It was just another illustration of this vital principle of community life which is beginning to sweep the country.

WHEN Ottawa decided it wanted a Chamber of Commerce to carry on the Ottawa Idea, it sent up to Chicago for one George S. Irving. He calls himself a "town doctor" and Ottawa thinks he has a right to that degree. He is a sort of business Billy Sunday. He descended on Ottawa with a thousand or so buttons in a suit case and the rest of it in his head.

A button admitted the buyer of it to the lecture Irving was to give. The buttons sold at a low price, and the proceeds from the sale compensated Irving fairly for his work. He lectured on a Monday to a record-breaking crowd; for a band of ringleaders had gone out into the highways and hedges and made them come. The lecture was a hummer. Tuesday Irving spent laying his mines and digging his trenches. Wednesday night there was a banquet, with four hundred present. At the end of the



Before the regeneration it was no sin for the farmer and storekeeper to defraud each other

banquet Irving made another hair-raising talk, and then called for eighty volunteers who were to make forty teams of two men each, and go through the town with a fine tooth comb and a minnow net soliciting members for the new Chamber of Commerce.

He got his eighty, and could have had a hundred as easily. Then he lined them up in a row back of the tables, and taking a list of names of possible members, selected from the city directory, he called one name after another. As he read each name, a team would signify that it would take that one—and so it went till the list was exhausted.

Thursday morning the teams gathered and Irving after a final talk, told them to go to it. They scattered like a pack of hounds, and swept the town. Before long results became evident. The streets were crowded with people; farmers flocked in from all directions; and as the figures grew the excitement and enthusiasm fairly boiled over. Men who had been luke-warm came in to help the thing along; and some bought several memberships instead of one. Not such a small matter either when you consider that a three year membership costs six dollars.

The sale continued long after Irving left town; and the campaign is still on. The work now being conducted in the country is expected to bring in a thousand farmers. That will mean an income of \$12,000 a year for the Chamber for the next three years;—and substantial things can be done with that much money.

The problems of a Chamber of Commerce that is trying to carry out this ideal naturally vary from day to day; for the conditions are complex and not always easy to deal with. For example, the attorney who handled the difficulty of the farmer with the broken fence, was appointed by the Chamber in order that the farmers of the neighborhood might have the benefit of free legal advice. This doesn't mean free services in case of litigation, but rather counsel that puts them right in difficulties which farmers are particularly prone to get into. When it was first decided by the Chamber of Commerce to employ a lawyer for the purpose, one young attorney in the town offered his services for nothing, just to help the cause along; and one individual result of this was that he sprang from a position of comparative obscurity in the town to immediate success in his profession.

Another medium through which the Chamber handles its varying problems is a permanent secretary. He is a notary public. His office serves as a gathering place for farmers. They can go and come as they choose, meet their friends there, and get what services they require. The secretary has a job that is a good deal more than clerical. He is picked to handle difficult and delicate situations as they arise with tact and skill. If he hears of a difficulty between two merchants, for instance, he sends for them—generally without saying what for; and the first thing they know, there they are, face to face, with the secretary asking, "Now then, what's the matter with you fellows? Come now—speak up; get it out of your systems."

And so each finds, like enough, that it was all his fault. Another important function of the secretary is to issue a weekly bulletin for the benefit of farmers and merchants, telling who has jobs to offer, and who wants jobs. It serves the purposes of an employment agency in the community and is a great source of convenience and economy.

Of all the secretary's jobs, none is more delicate than handling the rating bureau, where information is on file concerning the financial standing of persons who apply for credit. Not only is this function of enormous financial value to the merchants, but it is also proving of service to the farmers. Information as to "dead beats", and the whole local question of credit in general is open to any farmer who asks for it. It saves him from many a pitfall; for he could hardly obtain such information in any other way.

Here is another instance of how the Ottawa Idea hitches with the farmers: Not long ago the business men of the town decided to abolish hitching rights on the main streets. Of course they could have gone ahead and done it out of hand, and created ill feeling among the farmers at once. But instead they sent out a letter, stating the plan, offering to provide a hitching place handily situated, and asking farmers what they thought about it. All wrote back that it would be a good thing; so it was done, and all were satisfied. Ask a farmer about it, and he will tell you, not how the people of Ottawa did such and such, but how *he* did it; which is different.

Useless advertising was one of the first things that had to go. The gentleman who demands ads for the purpose of assorting them down the sides of the big thermometer he is going to place somewhere in town, has turned to other spheres of uselessness. Mr. Jones no longer pays hard cash for negative good will for fear Mr. Smith will take some of it, and thus gain the greater popularity, for both of them have now agreed to refer all solicitors for charities, ad. schemes, and general public donations to the Budget Committee of the Chamber.

These things are merely typical. The prospects are limitless. No individual man could take it on himself to watch municipal expenses; but a Chamber of Commerce can, and does. It is on record that at Trenton, Missouri, they put up a light last year, in conjunction with the state, against hog cholera. Their loss in 1913-14 was twenty thousand dollars in hogs; in the winter of 1916 they succeeded in reducing the loss to sixty hogs.

The good roads problem we have always with us. If you want to know how quickly and completely the Ottawa-Trenton-Olathe-Ossawatimie-Paola-Iola-Chanute-and-so-on Idea can do away with that question, make a trip to them by automobile.

It isn't theory. It is a living fact. It is being done throughout this awakening country in communities of sinful flesh and blood by men who can lay no claim to special talents in the working of miracles.



THE NATION'S BUSINESS

A MAGAZINE FOR BUSINESS MEN

Published by the Chamber of Commerce
of the United States of America,
Riggs Building, Washington, D. C.

NEW YORK: Woolworth Building
Boston: Tremont Building
Chicago: Old Building
SAN FRANCISCO: Merchants Exchange Building

MEERLE THORPE Editor
ROBERT D. HENSEL Associate Editor
Subscription Price, Two Dollars a Year.
Twenty cents a Copy

THE NATION'S BUSINESS is the monthly publication of the Chamber of Commerce of the United States of America and, as such, carries authoritative notices and articles in regard to the activities of the Chamber, its Board of Directors and Committees. In all other respects it is a magazine for business men and the Chamber is not responsible for the contents of the articles or for the opinions to which expression is given.

WASHINGTON, MAY, 1917

EVERY MAN'S DUTY today is to stick to his last. Each one of us can do his part most effectively by redoubling his endeavors at the occupation in which he finds himself—railroading or farming, mining or advertising, selling groceries or making shoes, banking or lumbering. All of our every-day occupations have their great place in our industrial and commercial structure, and this great structure is the mighty force we have thrown into the war.

Our job for the moment is to increase our production and to make our facilities of distribution equal to the burdens we must place upon them. In neither one of these jobs have we the tasks which all of the countries earlier at war had to confront in the second half of 1914. Although not in the war, in reality we went through those days with the belligerents. By way of provision against recurrence of such times, we have since done a deal toward creating the nucleus of an organization for war, and in preparing our structure of finance, production, and distribution for exigencies of war we made some real progress.

Our organization for war is now taking form. Finance and industry are adjusting themselves to the new national situation. This is a period of transition. In order that the end of this period may find the country puissant with confident vigor, every man must bend to his present job, solve its new problems, and make it more significant in his community. Having done this, we can turn to the direct tasks of war in later months, when they are ready for us.

THE END OF THE WAR and the economic problems it will bring are for the moment little in our thoughts, but they have continuous attention in France.

For instance, they have recently been before an association of the presidents of French chambers of commerce,—organizations which with the French have a semi-official character.

The programme advocated by this association includes collection of funds by chambers of commerce to meet the cost of maintaining schools for apprentices, subsidies from the government to encourage shipbuilding and immediate aid from the government in obtaining materials and labor for ships, organization of transportation

facilities by motor truck, and immediate arrangements for supplying materials and capital to be available for industries in the part of France that was invaded as soon as the Germans have been driven out.

In discussions on the same subject England has found cause for internal dissent. The imperial war conference which recently met in London—imperial in the sense that it had members from all parts of the British empire, except Australia—where politics kept members of the administration closely at home,—unanimously declared for preferential tariffs among the several parts of the empire. Since there can be no effective system of this sort without a real tariff for the United Kingdom, and since the United Kingdom has got pretty much into the position of a traditional free-trader, the proposition of the conference does not lack for opponents.

As for ourselves, we are otherwise occupied for the moment. Until we have some other things set straight, we shall leave the days after the war to look after themselves. Nevertheless, we are preparing for the time when we can attend to such things, and we have the satisfaction of seeing the Webb bill, which would permit American exporters to cooperate in meeting combined competition abroad, advance to a point where it is ready for immediate action by both House and Senate, as soon as Congress can turn aside from its pressing task of going to war.

RAIL TRANSPORTATION is a problem of the hour. Germany has to contemplate railways and rolling stock that daily approach nearer to the junk heap. France has so much trouble in moving ordinary traffic that suggestions are being made in responsible quarters for organization of transport lines of discarded motor trucks to carry ordinary traffic.

On this side of the Atlantic Canada's difficulties are even greater than our own. In fact, one consideration which leads to Canada's removal of duties upon imports of wheat may have been the chance, through our reciprocity, of getting access to our railways.

What we are going to do about our own situation remains to be seen. Our railways

Your Duty and Mine
Planning for "After the War"
Rail Transportation to the Fore
Shining Up the Old Silk Hat
Bread Still the Staff

have cooperated with the Council of National Defense by undertaking a degree of cooperation among themselves that permits a continental railway system, so far as the needs of war are concerned. Under this arrangement sufficient cars are now being furnished promptly to industries which have contracts with the government. The common direction of the roads, however, has not yet reached a point where distribution to other shippers removes difficulties.

Meanwhile, committees of Congress have been receiving some testimony, the Federal Trade Commission and the Department of

Agriculture have heard a great deal about the lack of cars for carrying grain and other foodstuffs to market, and the Interstate Commerce Commission on May 7 began to listen to the railways' arguments in support of their request for an increase of fifteen per cent in freight rates.

Railways, their equipment, and the services they render to the rest of the community are pretty sure to occupy a large place in our attention, during war and thereafter.

THE SILK HAT may be a national institution in England, as one of the present members of the British Cabinet once stoutly maintained when reproached by his constituents for wearing this article of apparel. In the words of another Englishman the "topper" may be in the eyes of many of his countrymen a national symbol of responsibility, probity, and success, without which funerals are not complete and marriages are not legal.

However this may be on the other side of the Atlantic, the silk hat is exotic in the United States and has always had some difficulty in maintaining its own. The exigencies of international relations, however, are giving it a new lease on life, since the silk hat occupies in the attire of diplomacy a position comparable to the French language in the intercourse of diplomacy. The foregoing cogitation is inspired by the fact that many a statesman hereat Washington has recently had to telegraph home for the hat that has come down as an heirloom from his fathers.

BREAD is returning to its own as the staff of life. A decrease in the daily allowance of bread to less than half a pound has stirred Germany. The British Ministry of Food has said in Parliament that there is no article of food in the use of which there is need for such economy, on the part of the military as well as among the civil population.

England has accordingly a new scheme of conservation of bread,—"voluntary rationing." Although the phrase may be paradoxical, its meaning is logical enough. The plan is to declare an average daily individual consumption of bread and then, not only ask that everyone keep within it, but urge the well-to-do, to whom bread is least essential, to curtail their use of it that other parts of the population may have enough.

As a matter of economics this scheme is well enough. Its psychological effect may be another matter. As a luxury bread may take on new attractiveness even at 12 cents for a two-pound loaf.

England, of course, has for a number of months had compulsory rationing in public eating places. Last November this sort of restriction on the public appetite took the form of limitation of the number of courses. Thereupon, everybody went in for the limit, selecting heavy meat courses.

Such a state of affairs would not do. "Buck" rationing has taken the place of restrictions on courses. Every restaurant keeper who serves meals at more than thirty cents gets allowances of food according to schedule. Against these allowances he gets credit in fractions of an ounce of sugar, ounces of meat, and so on. All of this

means much bookkeeping for the restaurant man, but it saves the government the services of a great staff of inspectors, and allows a restaurant man who has an artful cleft to lay by in store all that is saved from the stipends he gets. This scheme is expected to save sixty-three per cent in sugar, fifty-six in meats, and fifty-three in bread over the amounts used before last November.

Cooks' fancies cannot run wild, however. In making cake they must keep an eye on the government's allowances—thirty per cent flour, for example. The facilities for making cake, without too much sweetening, and the government's efforts to educate a recalcitrant national taste to the point of using one million barrels of herring it has acquired,—eight hundred fish to the barrel,—has led one dauntless British journal to hail the prospects of marching to victory on a diet of sugarcake and red herring.



DIAMONDS belong naturally in South Africa's creed of faith. Its mines in 43 years have exported \$1,000,000,000 worth. Besides, South Africa has twenty thousand skilled workers finishing diamonds for jewelry—a business in which it competes with the long-established cutting industry of Amsterdam and Antwerp, and our own more recent industry.

That South Africa can produce many more diamonds is evident from its interest in the modern ideas of housemaids. According to its reasoning, every self-respecting housemaid around the world now expects a "real diamond" in pledge of her plighted troth. In fact, there is a tendency to estimate the market for diamonds by the sum total of all published marriage records. Besides, it is recalled with honest glee, few diamonds that go into engagement rings "return into the market" to spoil future trade.

That giving in marriage does not account for the whole of the diamond trade is very evident from our own imports, which have grown out of all proportion to our marriage statistics. The value of our diamond imports in 1916 reached the neighborhood of \$34,000,000. This is an increase of 70 per cent over 1913, and 110 per cent over 1914. Besides, the figures show that our diamond cutting industry is growing, for imports of uncut stones grew five times over in three years.

All the diamonds are not coming to the United States, either. Even in these times Amsterdam is making sales to Germany and Austria, and in Hungary the thrifty part of the population is reported to be investing in diamond jewelry rather than hold paper money about the future of which they are not altogether certain.



ADVERTISING in China follows a formula, like advertising everywhere else. But in China the formula is simple—be sure to arrive on the ground with no paper about you except your letters of credit.

If a western publicity expert develops self-abnegation enough to abide by the formula, the Chinese really do all the rest. When a Chinaman sees something in an advertisement that arouses his interest—and he is among the most observant of the denizens of the earth—he straightway discusses it with all comers. As a disburser of reliable information one Chinaman excels fifty of the best grapevine telegraphs that

ever worked. If his hard-headed good sense detects exaggeration or falsity, though, he makes havoc of the best laid plans.

The Chinaman helps in other ways, too. Being decidedly averse to waste, he goes about, after regular subscribers have had time to read their papers, buys them at second-hand prices, and resells them farther inland. He would not tolerate the notion that every reader should have a fresh copy. The result is that a modest little sheet published at a port may in the course of time progress by stages pretty well across the country.

Besides, a Chinaman will put in the most prominent place in his house a six-cent calendar decorated with the picture of a girl and will not mind an incidental remark or two about some one's pills, tobacco, or hardware. But the dates, and also the girl, must be in a la China.

In fact, that is the way with the whole advertising campaign; it must be made in China—translations, copy, cuts, and all. In this way only can an advertiser be sure he transgresses none of the precepts of taste and propriety which have been accumulating ever since the day of Confucius. If he conscientiously sticks to the formula, he can have a feeling of confidence as he watches his half-page advertisements go forth in the nine-by-thirteen native papers, and he can contemplate the three hundred million or so potential customers he can come pretty near to addressing individually through space in a hundred odd of these little native sheets.



SUP'S VALUES continue things to marvel at. A steamer that brought \$300,000 in 1900—in the earlier period of great prosperity in ocean transportation—would not bring more than \$180,000 in 1905. By 1912 such a vessel would sell at \$290,000, and today it would bring its owner something like \$935,000.

How many vessels we are at present building to meet the demand which these prices signify there is no way of ascertaining, since the government now keeps all such information to itself. In March, when the last statistics were announced, 284 sea-going, steel, merchant vessels were under construction or contract in American yards. Their gross tonnage was 1,482,000. Two hundred and fifteen of these ships,

had embarked upon a naval programme calling for 855,000 tons of war vessels, involving a cost of \$588,000,000, and three-fourths of this new construction will have to proceed in private yards. Consequently, well above 100,000 men are probably engaged in government and private yards, adding to the war and merchant vessels of the country, and in addition other yards are engaged in building wooden vessels. Before we end, we shall have an important place in transportation by sea.



TIPS have given rise to a law book so diverting a nature that it got pirated and printed with pictorial illustrations—no mean distinction for a lawbook.

"For tea," they say in Russia, where tipping reached the acme of its development as an institution. "Pour boire" is the French euphemism, and "trinkgeld" is the German equivalent. An English idealist who made a series of logical deductions beginning with the independence of the American genius arrived abstractly at a conclusion that a tip is an insult in the United States—a theory which another industrious savant, who likewise had never been in New York, burned the midnight oil to overthrow with an argument that as a people we are great for business, and accepting a tip is a business transaction.

Apparently, there is a very decided element of business in the tip as it is known elsewhere, too. The facts, which are hard to get at, usually come out in court. In Berlin a head waiter admitted on the witness stand that in return for a right to all the tips he supplied a restaurant with its whole staff of waiters and paid \$10,000 a year to boot. Waiters in London have testified to receiving as much as \$50 a week in tips. And a maid in a second-rate French hotel owned up to \$500 in a summer.

The law-book maker who considered the subject divided tips into categories—courtesy tips, commercial tips, social tips, and the rest. He even dug around in antiquity and surrounded the origin of some tips with enough romance to suit any taste.



WAR DIFFICULTIES do not happen exclusively in any hemisphere. Merchants on the other side of the earth, like their contemporaries hereabouts, think they have had more than their share, at least in one instance.

When war opened in 1914 Australian merchants had a large quantity of goods enroute for Australia on board a German steamer. The steamer promptly put into an African port belonging to Portugal. All sorts of efforts were made by the Australians to get the goods from the steamer, but without success until Portugal herself entered the war.

Probably the Australians then believed that when they had obtained release and new transportation for their merchandise their troubles were over. But things worked out otherwise. Although the Attorney General of the Commonwealth had assisted in having the goods released, he forthwith issued an order that the consignees could have but two weeks in which to dispose of the merchandise which they had won only after two years of effort and large expenditures.

Marriage and the Diamond Trade
Printers' Ink Goes Far in China
The Romance of Ships—on Land
Tip-Lore Now in Sheepskin
War's Troubles the World Over

amounting to 1,114,000 gross tons, were to be launched in 1917. In pointing out the extent to which we are going in ship-building the British Board of Trade Journal says that the part of our tonnage being constructed on the Pacific coast is worth \$75,000,000.

On the first of last July our private shipyards were building only 60 vessels for the navy, and these vessels represented only 80,000 tons. It was twenty-five years since so small an amount of construction had been in private yards on government account. By the end of August Congress

CANADIAN RECIPROCITY caused a lot of stir in its time, on both sides of our northern border. So far as wheat, flour, and semolina are concerned, reciprocity came to pass toward the end of April in the midst of almost complete silence.

After Congress had acted in 1911 to make reciprocity possible, through concessions by Canada in its duties upon a list of our products in return for concessions by us upon Canadian products, among which wheat was important, Canada would have none of the plan. When the tariff law of 1913 was enacted it had a reminiscence of the matter in a provision which levied a duty of 10 cents a bushel on wheat and 45 cents a barrel on flour coming from a country—i. e., Canada,—which imposes duties on these articles when brought from the United States. Consequently, the American duty on Canadian wheat, flour, and semolina disappeared when the Canadian government abrogated its duty on similar articles from the United States.



OUR STOCK MARKET has a new point of view, like the rest of us. Always interested in events overseas, it now finds them so significant in its own fortunes that it follows with its quotations the latest news from Russia. When the course of affairs in Russia became more hopeful over Sunday the stock market acted pretty much as if it had no concern in any other part of the world. In short, our market has in about thirty months become truly international with its eyes upon all parts of the world. Its international interests are likely to grow.

A stock market is sensitive, and ours particularly, since it is the trading place for the exchange of shares in a good part of our great industrial enterprises. For our entrance into war our enterprises were well prepared, according to the evidence of the stock market. Naturally prices have declined, and in some instances railway shares have fallen to points which ten years ago would have seemed incredible, but there has been no violent disturbance. Among other things, we have now achieved a banking system which in part removes the stock market from its former position of influence outside its own sphere.

Comparisons are interesting. The shock of war in 1914 not only closed the London stock exchange but led to minimum prices being set when it reopened in January, 1915, and being kept in force until last July. Prices of stocks on the London market showed a decline in 1915 that figured to \$1,000,000,000 and \$900,000,000 more in 1916. These round sums indicate the course of the London market as a whole. Bank shares, stocks in iron, steel, and coal companies, and the securities of shipping companies had substantial gains in price during 1916, reflecting the importance of these industries in modern war. The world-wide interests of the London stock market in 1914 appears from the extent of British investments abroad,—something like \$17,500,000,000 according to some estimates.



THE FOREIGN TRADE of the United States takes on new diversity with every month. In March we sent emery wheels to at least thirty-five countries, athletic goods to 38, buttons to 40, bicycles to 41, agricultural implements to 43, crackers to

52, clocks to 53, manufactures of brass to 54, knit goods to 55, and so on. Brooms for housewives we sold to Norway and Peru, the Congo and the Dutch West Indies. Our wheelbarrows,—twenty thousand dollars worth,—started for the Congo, Italy, Bolivia, and Australia. While four hundred thousand pounds of baking powder started for the British Isles other lots sought Argentina and Chile. Our confectioners had a hundred thousand dollars, worth of foreign business, selling to 49 countries. Our cartridges found their biggest market in Russia, with France, England, and Spain following. On the whole we did pretty well in March, selling in foreign markets about six hundred different sorts of goods, drawn from every part of the country. There is no com-

Hands Across the Lakes
Wall Street Discovers the World
Foreign Trade: Cosmopolite
Great Britain's Business Budget
Mobilizing Industry and Science
Chinese Cooks at \$6 a Month

munity so far from salt water that it has not some share, and some direct interest, in our foreign trade.

Our imports do not compare in diversity with our exports, but they are interesting and reach every one of us. Switzerland which used to send us a thousand calf skins a year, in the one month of March sent us six times as many, and Dutch Guiana, Arabia, and Egypt added their contributions to the materials for our shoes. Coarse wool for our carpets was obtained in March from places as far apart as Iceland and China. Bristles for our brushes,—only hogs living in rigorous climates grow long and abundant bristles,—we managed to get in some quantity from Russia, but we imported still more by way of England and directly from China. For making fishhooks England apparently still has some time and leisure, for she sent us close to four thousand dollars worth in a month, while Japan made a small foray upon our market with her scissors. That France is not wholly preoccupied with the military side of war, but is giving real attention to its industrial support, came out in the four hundred thousand dollars worth of gloves France sent to us in March. England, too, is sending abroad goods in making which her industries are most expert, and which combine high value in small compass; thus, in March, as one of her ways of paying the cost of war she sent us \$228,000 in her best woolen dress goods.



BUDGETS occupy the attention of every belligerent country. Late on March 31 the British government made public a statement which outlined the results of its financial policy during the fiscal year which closed on that day. Before the war the revenues of the English government from taxation were \$1,000,000,000 a year. In the fiscal year which closed on March 31, 1917, they were \$2,800,000,000. Of this sum the largest items came from taxes on property and incomes, \$1,000,000,000. Seven hundred million came from the tax on excess profits, \$350,000,000 from cus-

oms duties, \$280,000,000 from excise taxes, \$150,000,000 from duties on estates, and \$170,000,000 from the postal service.

The amount which England raised by taxation in 1916 was \$1,200,000,000 more than it raised in the earlier fiscal year. Of course, England's expenditures included funds derived from issues of bonds. The total expenditures were \$1,100,000,000, as against about \$8,000,000,000 the year before.



Mobilization of industry and science is largely in the hands of the Council of National Defense, which was created last August. Working with an advisory commission which was authorized at the same time, and appointed last October, the Council has cooperation from representatives of many industries and will undoubtedly enlist the services of many others as it progresses with its tasks of organization.

The Council's interests have already extended from medical science to coal and cotton goods. The alignment of medical resources has been described by an authority as unequaled anywhere for extent and completeness. There are groups of experts dealing with questions so diverse as general commercial economics, motor transportation, communication by telegraph and telephone, quality production of arms and ammunition, coordination of the different departments of the government itself, direction of railway operation throughout the country from one source of authority, ocean transportation, production and distribution of coal, stability of lumber and forest products.

Such a list is by no manner of means complete. Neither does it suggest a number of activities the Council has started. For instance, the Council's suggestion has led the Bureau of Labor Statistics to reprint British reports upon the results of overtime, Sunday work, and the like in the war industries of England.

Altogether, the Council and the committees which are working with it are utilizing on a large scale some of the ideas of cooperation to which we have attained in recent years.



IN VIEW of the constant agitation for more money and shorter working hours in the United States, it is interesting to note the prices at which the skilled Chinese markets his energies.

A Chinese laborer receives from four to eight Chinese dollars per month for his labor and boards himself. That would be equivalent to from two to four dollars per month in our money.

A carpenter, bricklayer, or other artisan, receives on an average about thirty Chinese dollars per month, without board—about fifty cents per day in gold.

The working day in China begins at daybreak and ends when darkness falls.

The Chinese workman is intelligent, honest and industrious. Slow but sure. The Chinese mechanic will exactly duplicate, by hand, any piece of mechanism made by machinery.

When erecting a building, not one foot of sawed lumber is brought upon the ground. Logs are hauled in and sawed by hand cheaper than they may be sawed by steam power.

Macadam stone for macadam work and

crushed stone for all purposes is crushed by hand by the use of a hammer cheaper than it may be done by a power stone crusher.

A "riksha coolie" works for from twenty to thirty cents per hour (one-half that sum in gold) and does not know how many working hours there are in a day.

A first-class Chinese cook receives from twelve to eighteen Chinese dollars (from six to nine dollars gold) per month and provides his own "chow." By "chow" is meant food.



THE WEATHER has ever more attention nowadays than in the days when the world ran its affairs pretty much by the signs of the zodiac. It has its place in the strategy of war, determines the crops when every man's thoughts have turned back to the soil, and influences industrial production at a moment in the world's affairs when destruction on land and sea and production of useful goods are linked together as the twin purposes of war.

True to popular tradition, the weather has this spring been exceedingly perverse. It has visited so much of its unpleasantness on England that active minds in London have looked about for an explanation. Some of them have hit upon the Panama Canal. The Canal, these gentlemen assert, has hypnotized the Gulf Stream and diverted it to the westward. This is of a piece with some of the fanciful explanations for slides in the Canal, with which we were regaled a year or so ago.



AN AUTOMOBILE, says a court in Montana, is not a boat, a team, a wagon, or a sled and therefore is not to be confiscated to the government when it helps an Indian transport freewater into Indian country. This interpretation of law is flanked, too, with some learning about the rules for properly construing statutes. Yet, one's suspicions that there was a kind-hearted inclination to save an Indian's fire chariot from the United States marshal is heightened, for the court turned savagely upon the automobile in the abstract, after this fashion: "It is an incentive to great public and private extravagance and debt, too, largely owned more or less conditionally by those not more than six lengths

ahead of the wolf, infesting the public streets, contemptuous of the rights of pedestrians, like driving furiously—a rare combination of luxury, necessity, and waste." The Indian's frame of mind as he cranked up his liberated machine and sped out to the open prairie is not set down in the public record.



FOREIGN EXCHANGE continues to record the extent to which the times are out of joint. In New York exchange on London is at a discount of two per cent, and represents the greatest volume of payments being made on foreign trade. Exchange directly on Spain is at a discount of 8 per cent, on Paris at a discount of 1 per cent, and on

New Designs In Spring Weather

The Auto is a Fire-Water Wagon

Foreign Exchange: Barometer

The Come Back of Goloshes

A National Chamber for S. Africa

Italy at a discount of more than 30 per cent. At par of exchange a little more than five lire will buy a dollar, but to-day it takes over seven.



GOLOSHES came into their own last winter. England declares it had a "run on overshoes." Certainly the demand outran the supply and even after Canada and the United States came to the rescue English women had to pay \$1.12 cents a pair for "rubber" they used to get for 62 cents.



HOME PRODUCTION is interesting South Africa. At the end of February a South African Federated Chamber of Industries was formed and set about considering revision of the tariff for protection of South African industries, the possibility of creating a ministry of industries in the South African government, and other measures which would strengthen the industrial position of South Africa in the British empire.

Every one of these measures raised its special problems,—not only in larger financial centers but in every part of the country.

The Incidental Problems The declaration of war caused many a man to look at his insurance policies, to see if he had protection in German companies. Even if he held such policies he obtained rather prompt re-assurance in the President's proclamation that branches of such companies may continue to do business, and upon learning that the ten German companies writing fire insurance in the United States, through some 8,000 agencies, have assets segregated in the United States, as required by our laws.

Manufacturers with Germans serving as their agents in neutral countries had to consider the possibilities of our policy about trading with the enemy going as far as British policy.

In every state a question arose regarding the power of German owners of real estate to transfer their title.

American manufacturers and inventors in 1914 were obtaining close to 2,000 patents a year in Germany, and German citizens were obtaining as many, or more, in the United States; as a consequence, the future of many highly valuable patents was momentarily in question.

These circumstances, and a multitude of others ranging from official interruption of mails to questions about investments, illustrate the consequences of war in the modern fabric of international business relations. Even Latin-America's arrangements were thrown somewhat out of joint. For instance, the Argentine government which had 3,500,000 marks to pay in Germany during April on its bonds, and which had expected to make payment by way of New York, had to try to find a channel of remittance through Spain, Holland, Switzerland or Scandinavia.

The other legislation of April presents even greater tasks. To place billions in bonds, even of a government with a credit rating unsurpassed among nations, requires coordination and utilization of the country's salesmanship,—and salesmanship is a national ability we have trained almost as expertly as our genius for mechanical invention. Our salesmanship has not only to dispose of the bonds as the issues come forward but to place them so expertly that capital will remain available for private enterprise.

Arming and training hundreds of thousands of men likewise involves accommodation of business enterprise to national demands,—an accommodation which will be made easy in some directions because selection is to be joined to the principle of universal service for all men within the age-set by law. The President is authorized to exclude from military service not only all persons employed in the merchant marine, but also persons engaged in industries, including agriculture, which are necessary for the maintenance of the national interest during the war. In reorganizing the personnel of industry and commerce to offset the absence of the men who enter upon military duty our faculty for executive tasks will find full play.

When Congress had in effect granted to the executive department of the federal government power to raise seven billion dollars, Congress had left on its hands the difficult undertaking of devising new taxes. Before war was de-

A War Congress—Its Business Side

Finance and Expenditures, Censorship, Food, Fertilizer, Fuel, Clothing, Export Trade, Cooperation in Export Trade, Railways, the German Ships, Commandeering Vessels, War Risk Insurance, Canal Tolls, Federal Reserve Act

The public interest led the President to advance the opening day of the legislative session of the Sixty-fifth Congress, and the public interest has been the center of all debates since the Congress assembled on April 2.

Expedition has marked the session. A resolution formally declaring "the state of war which has been thrust upon the United States" appeared on April 2 and was law on April 6. Appropriation bill carrying \$100,000,000 to be spent for national

security and defense as the President might direct passed the House on April 3 and became law on April 17. On April 11 the House Committee on Ways and Means brought forward a bill authorizing the government to issue its obligations in an aggregate exceeding seven billion dollars, and on April 24 the President approved the measure. On April 19 a bill reported to the Senate contemplated almost two million Americans under arms,—a million of them obtained through application of the principle of universal service. On April 28 this proposal passed both Houses of Congress by great majorities.

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clared, Congress had adopted a fiscal programme which contemplated \$1,300,000,000 in federal taxes during the next twelve months, with bonds sufficient to bring the total income of the government to \$1,974,000,000.

After a subcommittee of both majority and minority representatives had worked on the new problems, the House Committee on Ways and Means has brought forward a bill which for purposes of war levies \$1,810,000,000 more in federal taxes. Debate on this measure will begin on May 10, and hearings regarding its proposals will open before the Senate Finance Committee on May 11.

This is the biggest revenue bill in our history. It has been drafted on a theory that taxation should meet half our cost of war during the first year. New taxation on this principle will make federal taxes something like \$33 per capita, and raise all taxation in the United States,—local and federal,—to a vicinity of \$50 per capita.

The returns from the new taxes now proposed are computed to be about as follows:

Income tax.....	\$532,700,000
Income tax, additional for 1916.....	108,000,000
Excess profits.....	200,000,000
Distilled spirits.....	100,000,000
Rectified spirits.....	7,500,000
Fermented liquors.....	31,500,000
Wines.....	6,000,000
Soft drinks, syrups, etc.....	20,000,000
Cigars.....	11,000,000
Cigarettes.....	25,000,000
Tobacco.....	40,000,000
Snuff.....	2,000,000
Cigarette papers and tubes.....	200,000
Freight charges.....	17,500,000
Express charges.....	15,000,000
Passenger tickets.....	75,000,000
Pipe lines.....	4,500,000
Seeds and fertilizers.....	750,000
Electric lights, gas, domestic power, and telephone service.....	30,000,000
Telegram and telephone messages.....	7,000,000
Advertising and telephone messages.....	7,500,000
Insurance.....	1,000,000
Automobiles.....	68,000,000
Tires and tubes.....	12,500,000
Musical instruments, phonographs, records, etc.....	7,000,000
Motion-picture films.....	7,000,000
Jewelry.....	7,500,000
Sporting goods.....	2,000,000
Plaster boats.....	500,000
Perfumes and cosmetics.....	4,750,000
Proprietary medicines.....	8,500,000
Cheering aid.....	1,000,000
Advertisements.....	60,000,000
Club dues.....	1,500,000
Stamp taxes, schedule "A".....	33,000,000
Estate tax.....	6,000,000
New customs duties.....	200,000,000
Products of Virgin Islands.....	20,000,000
First-class mail.....	70,000,000
Second-class mail.....	19,000,000

Sales of bonds and levy of taxes will place money in the federal treasury, but its expenditure must await authorization by Congress.

After war was declared the President, as mentioned above, received authority to spend \$100,000,000 and before war was declared he already had discretion to use as much as \$115,000,000 upon special naval construction. These appropriations were of an emergency nature.

In the drafting of appropriation bills war has worked a partial reform in the procedure of the House. The Committee on Appropriations from 1865 to 1885 dealt with all general supply bills, but subsequently lost some of these bills to other committees, with a result that responsibility for federal appropriations became somewhat decentralized. The Committee on Appropriations has now, however, received back jurisdiction over appropriations for the army and navy.

On April 30 this committee placed before the House its first great bill with appropriations for war. The appropriations already made for the army, the navy, and

fortifications in the twelve months ending with June, 1918, run to \$777,000,000. The new bill proposes to add \$2,699,000,000, of which \$503,000,000 is for the navy and \$2,192,000,000 for the military establishment. These amounts are \$700,000,000 less than the Secretary of War and the Secretary of the Navy asked. If the committee proves to be wrong in its calculations of the money actually needed, it will subsequently recommend additional appropriations. The largest single item now recommended by the committee is \$367,000,000,—for ammunition to be used in mountain, field, and siege cannon. In two days the House completed its debates and passed this great bill.

In the winter the Attorney General made many recommendations for the revision of laws under which he found difficulties in obtaining punishment for offenses against our neutrality, and in dealing with espionage. The State Department joined in recommending this legislation. Many of the recommendations are now embodied in a bill on which the Senate is debating, and which has passed the House. Controversy has centered around the sections which, in the opinion of many newspapers, may interfere with the freedom of the press. Amendment of the section which prescribes penalties for publishing, in violation of the President's regulations, any information relating to the public defense which might be useful to the enemy has been made so as to permit uncensored comment and criticism of acts or policies, so long as prohibited information is not disclosed. The newspapers which oppose the legislation cite the first amendment to the Constitution. "Congress shall make no law . . . abridging the freedom of speech or of the press."

Meanwhile, the special powers of the President which arise in time of war have been used without express authority from Congress to place a censorship upon messages by telegraph, cable, or telephone to points outside the United States.

Special powers connected with war, and not the ordinary jurisdiction over interstate and foreign commerce, are **Agricultural Products** invoked also in a bill which the Chairman of the House Committee on Agriculture

has introduced as a programme for dealing with the distribution of agricultural products, seed, and fertilizer. The Secretary of Agriculture would be authorized to compel testimony and to search premises in conducting investigations to ascertain supplies, consumption, and costs. He could license manufacturers, distributors and warehousemen of foodstuffs and prevent unlicensed persons from dealing in them, and at the same time could supervise the stocks, methods, and prices of licensees. He could fix standards, classifications, and labels, determine the percentage of flour to be milled from wheat, and announce mixtures of cereals and other vegetables which would be exempted from the provisions of the Food and Drug Act. In supervising distribution he could indicate the markets to which perishable products are to be sent.

With respect to seed the Secretary of Agriculture could go even farther and commandeer stocks, at prices the reasonableness of which could be reviewed in the courts, selling the seed in turn to farmers on credit or other terms at cost, and thus creating a

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revolving fund which could be reinvested in more seed.

The proposals for American legislation dealing with food supplies are necessarily reminiscent of the procedure of European belligerents. Germany has an administrative department entrusted with wide powers in encouraging production and in governing distribution. Great Britain centers these powers very largely in one man. France and Italy have committees.

Naturally, experience in belligerent countries has been diverse. Germany has discovered that each year it has wasted thirty per cent of the units of food,—this is the expert dietitian's phrase,—it possessed. Last year German officials fixed maximum prices farmers might obtain for potatoes, without compelling them to sell; they hit upon a figure so low that farmers found it more profitable to feed potatoes to stock; since no maximum had been set for the prices at which they could sell meat. Germany last year also put the prices at which it commandeered cereals below the current cost of production on German farms,—at \$1.77 a bushel, for example, in the case of wheat. The result was that efforts toward further production were discouraged. These details illustrate the problems which will arise here in administration of such legislation as is proposed.

Without waiting for general legislation the Senate on May 1 did its part toward providing the President with Fertilizer a fund of \$10,000,000 to use in obtaining supplies of nitrate of soda, and other fertilizers and their ingredients, to sell to farmers at cost, on

credit or other terms, during the present season.

A bill which was introduced on May 3 not only incorporates the provisions already outlined regarding food supplies but adds important powers, to be exercised by the President. When the President indicated to the Interstate Commerce Commission or the Shipping Board that the needs of the country require preferences in transportation for certain articles, these bodies would issue orders to obtain these preferences by rail and by water. The President could likewise by order limit, regulate, or prohibit the use of food materials in production of alcoholic liquors, or reduce the proportion of alcohol; requisition and operate any factory or mine in which necessities are produced; commandeer surplus stocks of necessities; fix reasonable prices at which necessities are to be sold; and regulate boards of trade and other exchanges. Under this bill, introduced by the chairman of the House Committee on Agriculture, the President would have many of the powers which in England are exercised through orders-in-council issued under the Defense-of-the-Realm Act.

Economical distribution is sought not only within the United States but in export trade. On the calendars of both Houses is a bill which, resting upon the war power of the federal government, will enable the President, when he decides public safety so requires, to forbid exportation of any article from the United

States save under such regulations, orders, limitations, and exceptions as the President may prescribe. The principle of this bill has already been accepted in the Senate, in connection with a section of the espionage bill which authorizes embargoes. During the debates, the later part of which were in secret session, the Constitutional objections to embargoes on exports were outlined and our experience with such embargoes between 1794 and 1809 was reviewed.

Legislation permitting embargoes, in the opinion of Congressional committees, would enable the United States to husband its resources for the supply of necessities to our army and navy, to see that no supplies reach enemy countries, and to assure equitable and efficient distribution of our exports to friendly belligerents and to neutral countries. Possibly this legislation would place us in the position of "rationing" European neutrals, such as England has attempted to do. The problems which are involved in such procedure are manifold; for example, the largest European manufacturer of aluminum is in Switzerland, draws its bauxite from Hungary, and apparently does a large business with Germany.

The bill which would authorize Americans to cooperate in export trade, to meet combined competition in foreign markets, and which did not reach a vote in the Senate during the last Congress, is again ready for enactment. It has been favorably reported from committee to the Senate and in sub-



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WHEN A NAIL WON'T DO IT

stantially the same form it has been ordered reported favorably from committee to the House. Thus, it will be ready for consideration in both House and Senate as soon as opportunity appears after the debates have been concluded on war legislation of an emergency character.

Legislation affecting the railways is pending. One bill which has come from committee undertakes to enlarge the membership of the Interstate Commerce Commission from seven to nine, and to permit the commissioners to sit in divisions, apportioning their duties. To the extent in which duties are apportioned, however, there would be some limits. At least three members would have to participate in decisions about reasonableness of rates, and seven in matters affecting valuation of roads.

The shortage of cars which has now persisted for months has caused the House to pass a bill which would enlarge the Commissioner's authority to deal with the distribution and use of the country's 2,500,000 freight cars.

Four bills of importance deal with questions of ocean transportation and others may appear later. Six hundred sixty-two thousand tons of merchant vessels of German and Austrian nationality

are in our ports,—eighty-two of these vessels in American ports and twenty-three in the Philippines. These vessels are now in custody of the Customs Service, but legislation is considered necessary to authorize their use. Accordingly, a bill has passed the Senate, and is before the House, which will expressly grant power to the President to take over at once the possession and title of vessels belonging to citizens of enemy countries, operating them in coastwise or foreign trade, through the Shipping Board or any other agency of the government. As there has been no declaration of war against Austria, only German-owned vessels could now be taken under the terms of the bill,—91 vessels with an aggregate of 594,000 gross tons. Most of the vessels have been the property of the Hamburg-American line and the North German Lloyd Company. Seven of the steamers, which have the status of auxiliaries in the German navy, have been taken by the government with-

out waiting for legislation. Of each vessel taken over under the proposed legislation the Navy Department would make a survey, and the records of the survey would be preserved and used as conclusive evidence in all proceedings for compensation.

Other vessels, perhaps including Austrian ships, would be subject to requisition by the President, according to a second bill. Steamers, sailing vessels, tugs, lighters, barges, and all sorts of water craft would come under this bill, and also all vessels under construction in the United States. Just compensation would be required, to be determined by the President, but an owner dissatisfied with the President's decision could accept fifty per cent and sue in the federal courts for further sums.

In September, 1914, the United States followed precedents set by European governments and undertook to insure American vessels, their cargoes, and the property of officers and crew against the risks of war, which are excluded from the risks against which policies of ordinary marine insurance give protection. In less than three years the government has accordingly issued upwards of 3,600 policies, for something like \$136,000,000 in all, collecting premiums of \$8,000,000, and having losses of \$5,000,000. The expenses of administration have been around \$53,000. Consequently, the government has had to use no part of the appropriations granted by Congress for this activity.

The insurance granted by the government will now be extended, by bills which are before Congress. The lives of officers and men on American vessels will be insured for \$1,500 to \$5,000, compensation will be given for injuries resulting from acts of war committed against them, and also compensation at the regular rate of pay during detention after capture by an enemy. Two new members skilled in accident insurance would be added to the advisory board connected with the Bureau of War Risk Insurance, and the Bureau's appropriation would be increased to \$50,000,000.

The risks of war to vessels and cargoes would also be divided among the nations that are acting with us. This apportionment of liabilities would be accomplished through reinsurance,—the Bureau of War Risk Insurance reinsuring its risks with corresponding bureaus of England and France, and reciprocally reinsuring the risks originally undertaken by these other countries.

The tolls levied on vessels which use the Panama Canal continue to raise questions for Congress. A year and a half ago the Attorney General construed the law of 1912 in such a way as to invalidate part of the rules for measurement of vessels which were put into effect subsequently by the President. These rules of measurement largely determine the tolls which are paid at so much per net ton. Under the Attorney General's decision, the tolls now collected are about \$300,000 less a year than if the rules proclaimed by the President were completely applied. It is now proposed to enact legislation which will validate these rules.

The question is intricate. It involves questions of tolls on deck loads of lumber from the Pacific Coast, of freak ships built

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The Federal Reserve System now has assets of a billion and a half dollars.

Federal Reserve Act slightly more than a billion against general liabilities and about half a billion against outstanding federal reserve notes.

Since last Autumn the Reserve Board has been urging amendments to the law which would strengthen the coordination of the country's banking resources. A bill for this purpose passed the House on May 5, and now has passed the Senate. The privilege

of member banks to count in their reserve deposits they hold with correspondent banks would be ended at once, instead of next November; simultaneously the reserves member banks must have against deposits would be reduced, and all reserves except till money would have to be kept with reserve banks. In this way some \$300,000,000 in gold would be added to the \$995,000,000 of gold now in the Reserve System. Other amendments contained in the bill would increase the relations of reserve banks with state banks.

One amendment which has such a purpose, which is opposed by the Federal Reserve Board and committees of both Houses of Congress, was accepted by the Senate on

May 9. This provision goes to a subject of much agitation—the right of a bank to make a charge when checks drawn upon its deposits are presented to it for payment. Since the Reserve Act became effective on this point, about two years ago, member banks have been denied this right, and checks passing through the Reserve System have been cleared at par. The amendment would allow a charge of ten cents a hundred dollars.

On April 25 the Secretary of the Treasury urged amendments, but not the one mentioned in the last paragraph, in order that the Reserve System may be strengthened as a means of facilitating the great financial transactions the government now has in prospect without disturbance of commercial interests.

FROM THE EDITOR'S MAIL

TO THE EDITOR:—The Chamber of Commerce in our town recently sent out a circular letter stating that it voted to hold a Fair for the purpose of raising money to employ a Secretary. Recipients of the letter are asked to donate something of value to be displayed at the Fair. Numbers will be sold on the articles thus obtained and the articles will be awarded to the purchasers of the lucky numbers. Every article will be tagged with the name of the donor and the inference is drawn that the advertising thus received should be sufficient incentive for the donation. What do you think of the plan? A. B. C.

There is but one reason that should prompt contributions to commercial organization work and that is a willingness to help cooperative effort for community welfare. An organization that makes its bid for funds on any other basis cannot possibly obtain what is the first essential to success, and that is public confidence. Cooperation is the very keynote of successful achievement in the affairs of a community organization and there can be no cooperation if it is not well understood that the organization exists solely for the purpose of benefiting the community and not for the purpose of forwarding the private interests of its individual members, except as they may be favorably affected by the general welfare. An organization that conducts a lottery to raise funds, or adopts any plan other than an appeal to its citizens to cooperate in forwarding community interest shows no understanding of the spirit and purpose of community organization.

There are far too many organizations that start with a false conception of the work they have to do, and sometimes, seemingly, with no conception at all. Before there should be any bid for funds there should be a definite determination of the need for an organization and of the work that it will undertake. If the need exists, as it generally does, and the work it purposes doing is of value to the community which is generally the case, and the men who will direct affairs are men in whose unselfish purpose the community has confidence, which is not always the case, then the question of sufficient funds is not a difficult one. It will not require a lottery to raise the funds. If a lottery is required it would seem altogether certain that the community does not believe in the need for an organization, that it is not in sympathy with its purposes, or that it does not have confidence in those who are behind the movement.—Editor.



The Second Japanese Number of The New York Evening Post

will be published on June 30th. It will be practically double the size of the first supplement, and will be devoted to the commerce and industries of Japan and her business relations with the United States.

Articles by representative Japanese and American business men and statesmen will feature. Valuable trade statistics and business information will be given. The list of contributors will be as distinguished as that of the first issue, which included Baron Eiichi Shibuwasa; Viscount Y. Uchida, ex-Ambassador to the United States; Dr. Jokichi Takamine; Dr. Sidney L. Gulick; Lindsay Russell, President of the Japan Society; Dr. Toyokichi Iyenaga, and others.

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Business men throughout the United States will read and file copies, while thousands additional will be distributed in Japan, Hawaii, the Philippines and other parts of the world.

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The Morals of the Gasoline Pump

GASOLINE PUMPS have been getting a bad name as filchers from motorists. One technical journal has a retort to make on behalf of the manufacturers. It runs to the effect that no gasoline pump can be made, so far as mechanical art has yet developed, that will transform a dishonest man into an honest one. Perhaps such a moral achievement will not be asked, but pumps will have to go the course of locks. Everyone recalls those joyous days when makers were developing locks that could not be picked. As fast as one locksmith announced a perfect lock a rival proceeded to pick it, and the former usually delayed improvements on his own device until he could retaliate by picking his competitor's contrivance.

California Papers Please Copy

Oranges are becoming one of South Africa's long suits. Half a million trees have been planted in the last year or two and exports this year, had there been ocean tonnage, would have reached a million boxes. Some other fruits flourish in South Africa. By coming on unusually early, native plums and peaches spoiled the market in December for a whole shipload of apples from Canada.

Billboards and Art

At the moment when our Supreme Court says we may bring within reason our riotous billboards, Japan which has always been credited with an artistic eye opened an exhibition of wall posters gathered from the four corners of the earth. Of course, the question is, whether Japan is ahead of us or behind.

STATEMENT REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, OF THE NATION'S BUSINESS, published monthly at Washington, D. C., for April 1, 1917.

Washington, D. C.: Before me, a Notary Public in and for the State and county aforesaid, personally appeared D. A. Skinner, who having been duly sworn according to law, deposes and says that he is Assistant Secretary of the Chamber of Commerce of the United States of America, Publisher of THE NATION'S BUSINESS, and that the following is to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in Section 442, Postal Laws and Regulations, printed on the reverse of this form to wit: 1. That the name and address of the publisher, editor, managing editor, and business managers are: Publisher—Chamber of Commerce of U. S. A., Washington, D. C. Editor—Merle Thompson, Washington, D. C. Managing Editor and Business Manager, none. 2. That the owners are: Chamber of Commerce of the United States of America, Washington, D. C. Said body being an incorporated organization under the laws of the District of Columbia, its activities being governed by a Board of Directors, the officers and members of which are as set forth in Exhibit A, attached herewith. 3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

D. A. SKINNER,
Assistant Secretary,
Chamber of Commerce, U. S. A.

Sworn to and subscribed before me this 2nd day of April, 1917.

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About 1 inch high.
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